

United States Army, Europe and 7th Army

Freedom's Expeditionary Force

EURARMY

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USAREUR provides
earthquake relief

COMMANDER'S NOTES

... my emphasis will remain on the quality of our training and leader development programs and on the well-being of our people. Great leaders, mentally and physically tough Soldiers, and cared-for families enable us to accomplish any and all missions.

The Troopers of U.S. Army, Europe have a professional reputation that is unsurpassed. Trained and ready, USAREUR formations have been directly involved in Operation Iraqi Freedom and Operation Enduring Freedom since the start of these operations. Their performance has been marked by unflinching courage and steadfast leadership. As I have traveled throughout the command since my arrival in December, I have truly been inspired by the men and women that comprise this team. Our magnificent Troopers, our dedicated civilian employees, and our supportive family members – the bedrock of our readiness – are setting a standard of service to country that historians will commend.

The USAREUR team is charged with critical responsibilities for the security of the United States, our NATO partners, allies, and friends. Many USAREUR units are engaged in Iraq and Afghanistan. Others are providing relief in response to natural disasters. Still others are preparing to deploy or are supporting from home station. We also continually seek opportunities to strengthen the NATO alliance while pursuing security cooperation initiatives on behalf of U.S. European Command. Simultaneously, we are transforming forces into more lethal, agile, and joint-capable formations. Transformation means change, and change often induces turbulence. Throughout, my emphasis will remain on the quality of our training and leader development programs and on the well-being of our people. Great leaders, mentally and physically tough Soldiers, and cared-for families enable us to accomplish any and all missions.

Articles in this issue of EURArmy address these priorities. We look at the deployment process – the impact on families – with some ideas on staying in touch digitally. We also examine the complex business of logistical support and the incredible work of the 21st Theater Support Command. We highlight USAREUR assistance



to earthquake victims in Pakistan—an ongoing mission. An interview with Training and Doctrine Command's Command Sgt. Maj. John Sparks updates us on warrior training and non-commissioned officer education. We review some recent key programs and exercises designed to reach out to allies – the Land Combat Expo, MEDFLAG 2005, and the Conference of European Armies. And finally, we continue our series on the bitter World War II fight in the Ardennes – the Battle of the Bulge – fought 61 years ago.

I hope you find this magazine informative. It gives a sense that an assignment to USAREUR is an unparalleled opportunity. Make the most of your time here – grow professionally and enjoy what your host nation has to offer. We welcome ideas that you have for articles in future issues of EURArmy.

Any Mission, Anywhere!

A handwritten signature in black ink, reading "D. McKiernan".

David D. McKiernan
General, USA
Commanding

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U.S. Air Force photo by Tech. Sgt. Mike Buytas

Sgt. Kornelia Rachwal gives a drink of water to a young Pakistani girl flying from Muzaffarabad to Islamabad, Pakistan, aboard a U.S. Army CH-47 Chinook, Oct. 19.

Back cover

Photo by Kevin Koehler, Training Support Center, Heidelberg

Gen. David D. McKiernan accepts the flag of U.S. Army, Europe and Seventh Army from Marine Gen. James L. Jones, commander of U.S. European Command, during the change of command ceremony Dec. 14.

For The Record

The fall 2005 issue of *EUR Army* magazine omits the last two lines of the transformation article ending on page 29. The article may be viewed in its entirety on the U.S. Army, Europe Web site at www.hqusareur.army.mil

www.hqusareur.army.mil



U.S. Navy photo by Petty Officer 2nd Class Eric S. Powell

1st Lt. Tory Marcon helps Riaz Sharif drink the only food tetanus patients at the 212th MASH can manage to swallow because of muscle spasms: a milkshake from an MRE (meal, ready-to-eat.) Medical specialists said there was a high incidence of tetanus among earthquake victims treated at the Task Force 212 hospital in Muzaffarabad, Pakistan.

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LCE 2005 Participants

Albania
Afghanistan
Bulgaria
Denmark
Finland
France
Germany
Hungary
Iraq
Italy
Mongolia
Namibia
Netherlands
Poland
Romania
Russia
Ukraine
United Kingdom
United States

NATO Members

Belgium
Bulgaria
Canada
Czech Rep
Denmark
Estonia
France
Germany
Greece
Hungary
Iceland
Italy
Latvia
Lithuania
Luxembourg
Netherlands
Norway
Poland
Portugal
Romania
Slovakia
Slovenia
Spain
Turkey
United Kingdom
United States

LCE 2005: Focus on NATO, GWOT

by Karen S. Parrish
USAREUR Public Affairs

Movie makers screen their best every May for the Cannes Film Festival, Detroit's auto makers roll out their new wheels yearly at the North American International Auto Show, and U.S. Army, Europe stages its own annual showcase: the Land Combat Expo.

Billed as USAREUR's premier professional development event, this year's three-day expo, Sept. 21 to 23, included representatives from 20 nations.

German, Polish, British and Italian armored, combat and communication vehicles sat in the outdoor display area of Heidelberg's Patrick Henry Village Pavilion alongside U.S. helicopters, tanks, trucks and a Stryker wheeled armored vehicle. In all, Soldiers displayed 77 pieces of combat equipment for LCE visitors to see, touch and in some cases climb into.

The 15,000-plus visitors to the 2005 LCE could spend their time viewing the 350 indoor booth displays and attending more than 30 seminars covering family issues, Soldier, noncommissioned officer and civilian professional development, and USAREUR units' "lessons learned." But while the expo offered a wide range of choice, there was an underlying theme that emerged through several of the presentations: international strategy in the Global War on Terror.

Day 1: NATO's evolution

Retired U.S. Army Gen. Gordon R. Sullivan's keynote address Sept. 21 addressed this theme, as he discussed NATO and its increasing role in GWOT.

Sullivan, a former U.S. Army chief of staff, said during the Cold War nations were expected to deal with terrorist threats unilaterally, and usually did so through their domestic police and intelligence agencies.

"While these agencies had bilateral arrangements to share information, such as Interpol, NATO was not involved," he said. "I believe (this) is changing in many ways. This information changing could have an important payoff for all of us."

He said the expo offered a valuable forum for military leaders of NATO nations to meet.

"It allows responsible leaders - all of you - to come together to address political, military and economic issues that touch on national, regional and international security," Sullivan said.

He said NATO's current role in Afghanistan, leading the International Security Assistance Force, is perhaps the most important mission the alliance has ever assumed.

"International leaders under the alliance flag have committed 17 nations to bringing stability to Afghanistan, where 17 nations are coming together on the battlefield as well as politically around the same issue. This is a first. This is a very important symbol of the collective resolve of free nations to help provide a beleaguered people hope," he said. "This is a huge effort, and at its heart is this alliance, which was started over 40 years ago to solve a different problem."

Day 2: Transformation and GWOT

Lt. Gen. Edward Pietrzyk, commander in chief of Polish land forces, addressed the transformation of NATO and its members' militaries during his presentation, "The Global War on Terrorism and the Future: an International Assessment."

He discussed NATO's contribution to the fight against terrorism; Polish land forces' participation in Afghanistan and Iraq; lessons learned; improving capabilities; and transformation of the Polish land forces.

During the expo, he said, he saw "Many colleagues and friends from Ukraine, from Russia, from Mongolia, from Romania; the new mem-

bers of our family. We came (here) ... to demonstrate unity, common values, and our determination to continue the war against terrorism. And our determination to win this war."

Pietrzyk said before he traveled to Heidelberg for the expo, he asked the staff officers at his headquarters to answer, anonymously, these five questions about the Global War on Terror:

"What is victory in this war against terrorism? Who will be the beneficiary of this victory? Who is the leader, in Europe, of this war? Does Poland have enough input, make enough effort, in this war? Did land forces reach benefits as a result of our involvement in this war?"

To the second question, he said, 95 percent of the respondents answered that "the people," not any specific nation or state, will be the beneficiaries of this war. He said as well that Polish land forces' involvement in the war was both necessary and had resulted in "new training, new equipment, and new tactics."

Two profound changes among the Polish land forces in recent years, Pietrzyk said, were the transformation that abolished old equipment and reduced troop numbers, and the establishment of a professional noncommissioned officer training program.

Both changes had proven effective in the combat environments of the war on terrorism, he said.

"I would say 20 percent of my professional Soldiers have (deployed to) Iraq or Afghanistan," Pietrzyk said. "There is no way back to the old systems and old training."

"... we need to continue to be a people of courage and be willing to confront these issues."

— Retired U.S. Army Gen. Barry R. McCaffrey

International Affairs at the United States Army Military Academy at West Point, spoke about the evolving alliances represented by international participation at the expo.

"I'd like to take note of all the allies that are here, particularly NATO," he said.

McCaffrey said for two and a half generations, NATO not only stabilized conditions during the Cold War confrontation with the former Soviet Union, but created common standards and commitments among its member nations.

Along with NATO member representatives at the expo, McCaffrey said, he was gratified to see guests from countries such as Russia and the Ukraine.

"I can't imagine something that would give ... more satisfaction than seeing us build relationships with the countries of Eastern Europe, and certainly the Russian Federation," he said. "We're in a new era, thank God, and a lot of our successes in the world are because we've beaten down these Cold War confrontations."

The terrorist challenges facing NATO and the international community, McCaffrey said, are sobering.

"We've watched with enormous sadness the attacks on

Day 3: Continuing cooperation

The final day of LCE 2005, retired U.S. Army Gen. Barry R. McCaffrey, former U.S. drug czar and now an adjunct professor of

Land Combat Expo 2005: Seminars & Speakers

Seminars

1st Armor Division: "The Art of Reconstitution"

1st Infantry Division: "Medical Support for Convoy Operations"

1st ID: "Operation Baton Rouge"

Joint Multinational Training Command: "Training Lessons Learned for Iraq and Afghanistan"

1st AD - "Predeployment Training: Maintaining the Full-Spectrum Edge"

U.S. Southern European Task Force: "CJTF-76 Rewriting Doctrine in OEF-6"

Military Family Seminar: 8 Habits of Successful Marriage

1st AD: "Torgau 05: Iron Soldiers Training with Russian Land Forces"

40th DIV Kosovo: "Peace Enforcement Operations in Kosovo"

1st AD: "Romex 05: Training with Our Newest NATO Partners in Romania"

21st Theater Support Command: "Lessons Learned from Afghanistan"

7th Army Reserve Command: "7th ARCOM Support to GWOT"

1st AD: "Immediate Response 05: Training with NATO Partners in Bulgaria"

Military Family Seminar: 7 Habits of Highly Effective Teens

U.S. European Command: "Non-lethal Weapons Program"

1st Infantry Division: "Battlefield Circulation"

JMTC: "Training Lessons Learned for Iraq and Afghanistan"

1st AD: "Iron Warrior Program: Every Soldier a Warrior"

1st ID: "Combat Engineer Operations in Iraq"

1st AD: "From Combat to Transformation and Back"

95th Military Police Battalion, 21st TSC: "Operation Iraqi Freedom II: A Military Police Perspective"

Military Family Seminar: 7 Habits of Highly Effective Families

CompanyCommand.com Seminar: "Company and Platoon Level Lessons Learned: OEF, OIF & GWOT"

Featured speakers

Gen. B. B. Bell, then commanding general, U.S. Army, Europe: "What USAREUR Will Look Like in the Future."

Dr. John Covey, author: "Six Secrets of Sustained Superior Performance."

Gen. Barry R. McCaffrey, U.S. Army, retired: "Prosecuting the War on Terrorism — A Strategic Assessment."

Lt. Gen. Edward Pietrzyk, commander of Polish Land Forces: "The Global War on Terrorism and the Future: An International Assessment."

Command Sgt. Maj. Dennis M. Carey, XVIII Airborne Corps: "The NCO Role in Current Operation Iraqi Freedom Operations."

Command Sgt. Maj. Luniassolva Savusa, Southern European Task Force: "The NCO Role in Current Operation Enduring Freedom Operations."

Command Sgt. Maj. John D. Sparks, Training and Doctrine Command: "Ongoing and Future Changes in NCO Education Systems and NCO Development."

Lt. Gen. Steven W. Boutelle, U.S. Army Chief Information Officer/G-6: "Innovation, Management, the Future and Army Careers."

Melinda Darby, Deputy G-1 for civilian personnel policy, U.S. Army: "Change and Innovation in the Army—Implications for Soldiers and Civilians."

Lt. Gen. Franklin L. Hagenbeck, U.S. Army deputy chief of staff, G-1: "Army Personnel Programs, Plans and Policies — Future Implications."

our Spanish friends, Saudi Arabia, Great Britain and Indonesia," he said. "Our allies have taken some very serious attacks. There's no question that we're under continuing threat in the U.S., (and) we will see terrorist attacks in the future. We just have to remind ourselves that we need to continue to be a people of courage and be willing to confront these issues."

Success in the Global War on Terror, he said, rests on continued international cooperation and action.

"An effective United Nations, an effective organization of American states, (and) an effective NATO — these multinational mechanisms are precious to us," he said. "Compared to pre 9-11, the levels of international cooperation today are better than any time in the past 100 years."



'Last MASH standing' leads MEDFLAG '05 to Angola

story and photos by Karen S. Parrish
USAREUR Public Affairs

From Aug. 21 to Sept. 26, U.S. Army, Europe troops led the first-ever U.S. military exercise in Angola: U.S. European Command-sponsored MEDFLAG 2005.

MEDFLAG is an annual exercise, headed in turn by EUCOM's service component commands and located in a different African nation each year.

The Army's "last MASH standing," 30th Medical Brigade's 212th Mobile Army Surgical Hospital out of Miesau, Germany, led the exercise.

MEDFLAG '05 incorporated Air Force and National Guard participation and included a long list of objectives, from a civil engineering project to treating patients at day-long medical assistance clinics in three Angolan villages.

Col. Angel L. Lugo, commander of the 212th MASH, also led MEDFLAG '05's Task Force Angola.

"Any field hospital in the Army also has to be prepared to take on responsibilities as a medical task force. So this is a great opportunity for us to do that," he said.

One team

Along with the 212th MASH, the exercise team brought

During the MEDCAP visit to Ambriz hospital Sept. 13, Spc. Tatiana Rieloff, left, talks to waiting patients about their symptoms.

Force Projection

USAREUR rapidly projects forces prepared for joint and combined operations. USAREUR forces are trained and ready to execute humanitarian and relief operations such as the MEDFLAG exercise in Angola and the earthquake response in Pakistan.

together 23 Air Force members from seven Europe-based units; elements of the 523rd Medical Company (Dental Services); 101st Signal Battalion; 300th Military Intelligence Brigade linguists; and preventive and environmental medicine specialists from the Center for Health Promotion and Prevention, Europe.

Engineers from the 367th Engineer Battalion, an Army Reserve unit in Minnesota, deployed ahead of the task force's main body and installed a high-capacity water pump in the town of Ambriz, Angola. Throughout the exercise, a three-man team from the Air Force's 86th Contingency Response Group, based in Ramstein, Germany, ran a reverse osmosis water purification unit (*see next page*), which removed particulates and ions from the local seawater and kept the task force's camp outside Ambriz supplied with sanitation water – task force Soldiers drank bottled



Above, Tech. Sgt. Ryan Leith, 86th Contingency Response Group, labels a bladder of purified seawater while, behind him, other task force members unload equipment.

Right, Spc. (now sergeant) Angela Morris washes laundry using seawater filtered by the ROWP-U team.

Reverse Osmosis Water Purification Unit

The military's workhorse, the Reverse Osmosis Water Purification Unit produces potable water from a variety of raw water sources such as wells, lakes, seas, lagoons, rivers, oceans and ice holes. The ROWPU comes in a variety of sizes and uses chemicals and membranes to filter and purify water for consumption. The ROWPU can provide purified drinking water for thousands of soldiers in a military theater.

Water treatment is necessary to prevent various waterborne diseases, such as typhoid and dysentery. Treatment processes must control certain chemical and physical characteristics of water, such as hardness or unpleasant taste. Hence, the function of a water treatment is not only to make water safe for human consumption but also to make water more palatable.

The ROWPU uses pure water extraction methods employing reverse osmosis in either a single-pass (using one membrane bank) or double-pass mode (using two membrane banks) depending on the type of water being purified. A 50-micron self-cleaning filter and a 5-micron cartridge filter provide two-stage pre-treatment. Post-treatment is by chlorination. The ROWPU has its own generator, and can also use an external power source.

Source: GlobalSecurity.org



water.

Tech Sgt. Ryan Leith, 86th CRG, headed the team running the ROWP-U equipment.

"We're actually pumping about 3,000 gallons of seawater a day through the reverse-osmosis water purification unit, and out the other end we get potable water," he said. "We're going to try our best to provide them 1,000 gallons a day."

The task force, he said, used the water for personal sanitation, laundry and the field hospital. "We've tested it, and it meets the U.S. standard for drinking water. We're pretty proud. This is the first time that the 86th CRG has used

this (equipment) for salt water. It's been a huge learning curve for us, but it has worked fabulously," Leith said.

While the ROWP-U team kept water pumping throughout the exercise, surgical and food preparation demands often meant there was little water available for laundry and personal sanitation. But the task force members, who sounded off with the motto "One team!" at each morning's formation, seemed undaunted.

"Everybody's coming together and working as a team. I love it," said 212th MASH first sergeant, 1st Sgt. Travis Otis.

By Sept. 10, Task Force Angola had already achieved some major MEDFLAG '05 objectives. Task force engineers had installed the water pump in Ambriz that effectively doubled the town's water supply; the hospital tent complex was established and certified; the first Humanitarian Assistance Program delivery was complete; and crisis-response training with Angolan military members was under way.

Have hospital, will travel

The hospital tents outside Ambriz contained an operat-

ing room, intensive care area, obstetric and gynecology clinic, orthopedic clinic, surgery-capable dental clinic, pharmacy and radiology department.

By the end of the exercise, Lugo said, medical and dental teams at the MASH had performed 191 surgical procedures, far exceeding the 100-procedure goal set during the planning phase of the mission.

"Most of the patients we have are hernia repairs; those are short procedures," he said. "But we've done some thyroid cases and some complicated dental surgeries. We do all the surgeries we can within the constraints of the environment."

Lugo said infection control was a primary concern throughout the MEDFLAG, and all the patients were prescreened by Angolan medical practitioners for HIV and other conditions

before the MASH arrived.

"If we have any suspicion at all, we'll run tests again. Plus, we always take universal precautions with gloves and other protective gear," he said.

Lugo said task force members did their best to look after patients awaiting care.

"In part of the hospital tent, we set up a waiting room with Portuguese-language movies. Plus, we have the translators come through frequently to see if anyone has any questions or needs help. Keeping patients informed keeps them calm and relaxed, and the more calm and relaxed you are as a patient, the better you feel about the care," he said.

Lugo said patient selection was largely based on exercise limitations.

"We're capable of holding intensive-care patients, but that's not the

MASH to CSH: More capabilities, but what about mobility?

The 212th Mobile Army Surgical Hospital is the last MASH in the Army inventory, and it's not projected to be around much longer. The unit is set for redesignation and refitting as a Combat Support Hospital in October 2006.

The hospital's setup in Angola for MEDFLAG 2005 included only one portable operating room, essentially a large shipping container with two tables. The MASH has two such containers in its full configuration, but Col. Angel Lugo said when the MASH expands, the unit will add many more capabilities.

"When we go to a CSH," (pronounced 'cash') "we'll have four operating boxes and eight beds. It's a great capability," he said.

"We'll be going to potentially 248 beds, instead of the 36 beds that a MASH has. We'll still have the same surgical and intensive care capability, but we'll add additional capabilities in intermediate care: more clinics and outpatient capabilities, so we can see more non-urgent patients," Lugo said.

Lugo said in some cases, those capabilities come at the price of mobility.

"The downside is our ability to stay on the move and transport everything we've got. We'll become more reliant on external transportation. Once in theater, on the ground, right now I can theoretically move my MASH with our organic trucks, boxes and trailers. A CSH, you can only move 44 beds. For the rest of the beds, you need external transportation," he said.

Still, Lugo said, as a CSH the unit will maintain the capability to quickly deploy a 44-bed care facility to meet contingency needs.

"The 44-bed CSH can move as fast as the MASH, and that was by design," he said.

Lugo said his previous job was as director of the Army's Medical Reengineering Initiatives program, so when he moved to his current position, he was prepared for the task of converting the MASH to a Medical Reengineering Initiative CSH. The Army is replacing the current Medical Force 2000 CSH model with the MRI CSH, which is slightly smaller and considerably more flexible than the MF 2000 CSH, Lugo said.

"I'm very well aware of the differences between the two types of hospitals, and what we need to do to convert. I feel high confidence that the 44-bed MRI CSH, which is an early-entry hospital, can go in and move as fast as a MASH," he said.



Top left, just outside their base camp, task force members prepare to load Humanitarian Assistance Program equipment destined for Ambriz hospital.

Left, a new patient bed sits beside the one it replaced at Ambriz hospital.



intent here. You want to select patients who don't require a lot of follow-up care after surgery," Lugo said. "We're not going to be here in Angola for a long time."

The MASH as a unit won't be around long, either, Lugo said; it is scheduled to convert to a Combat Support Hospital in October of 2006.

Sharing knowledge

While treating their first patients, task force members also conducted mass-casualty training with the Angolan military Sept. 10 and 11, then tested the training in a combined exercise Sept. 12. During a 90-minute period, 25 simulated casualties were evacuated to the camp from the hospital in nearby Ambriz. At the MASH facility, Angolan military medical personnel assisted with the simulated care.

Task force members met yet another MEDFLAG objective the same day of the mass casualty exercise: 250 members of Angola's civilian, military and provincial governments, including many of that nation's highest ranking military and civilian officials, attended a Disaster Response and Humanitarian Assistance Conference in Caixito, Angola.

Army Maj. Bob Gahol, an intensive care nurse with the 212th MASH, was



also conference OIC.

Gahol said the task force's objective for the conference was to provide Angolan civil and military officials an understanding of how the United States responds to natural disasters.

Speaking the day before the conference, he said, "At the same time, we're also going to talk to them about U.S. policy on foreign humanitarian assistance, and public health considerations and concerns of humanitarian assistance missions. Finally, we're going to discuss civil-military operations.

Top, Air Force Tech. Sgt. Jerry Dunn explains to an Angolan patient how to signal his reading of an eye chart during the Ambriz MEDCAP.

Above, dental officer Army Capt. Amy Bowman examines a patient during the Ambriz MEDCAP.

That topic is essential, because when the military is conducting humanitarian assistance operations, there are a lot of other agencies involved."

Humanitarian assistance

MEDFLAG '05 also included three major humanitarian assistance proj-

Maj. Robert C. Piotrowski, an emergency room physician with the 212th MASH, examines a young Angolan boy during the MEDCAP visit to Ambriz hospital.



ects: the water pump in Ambriz, Humanitarian Assistance Program or HAP deliveries, and three MEDCAPs, medical civic action programs.

HAP is a U.S. State Department effort that collects overstocked medical equipment and supplies and stockpiles it for distribution to other nations.

Maj. Soo Lee Davis, 212th MASH executive officer, said the unit requested and transported HAP medical equipment and supplies worth about \$200,000 from the U.S. State Department warehouse in Pirmasens, Germany, to three clinics near the MEDFLAG site in Angola.

"Colonel Lugo's guidance was to bring sufficient equipment for us to furnish ... those clinics as much as possible," she said. "He wanted to make sure we made an immediate difference."

MEDCAP

Task force members conducted their first MEDCAP visit Sept. 13, at the small hospital in Ambriz. The teams — dental, optometry and general medical — began seeing patients at 7:30 a.m.; by 9:05 a.m., Spc. Haley Bloss had screened nearly 200 patients.

"There's a long line for eye care," she said. "A lot of the elderly people want to come in and get glasses, so they can see."

Many of the men, women and children hoping for treatment waited for hours outside the clinic before seeing a doctor. Inside, task force members gave eye exams, dispensed glasses, pulled teeth, questioned patients about their symptoms and prescribed medicines.

Spc. Thomas Radford assisted in the dental clinic during the Ambriz MEDCAP. During the afternoon, he said, the dental clinic faced a crisis: their generator quit.

"We rely on the generator to run our entire aid deck. It controls the suction, the irrigation, and the hand pieces that drill into teeth," he said.

After the generator stopped, Radford said, "We just basically roughed it. For our suction, we used 4X4 gauze, and we had battery-powered hand pieces. It slowed us down a little bit, but we kept going."

The day of the MEDCAP, Radford was up and active from 4 a.m. to 11 p.m., a fairly typical task force schedule. The following day he worked in the operating room back at the MASH hospital complex, where there were 27 dental surgeries scheduled.

"I'm working a little hard. It's for a good cause, though," he said. "These people, a lot of the infections I've seen in their mouths, it's actually life-threatening. We can get that out and take care of it."

Lugo said during the MEDCAP visits, the teams treated more than 1,800 patients.

International engagement

Angola, located in Southern Africa between Namibia and the Democratic Republic of the Congo, ended nearly 30 years of civil war in 2002. During the war, an estimated 1.5 million Angolans were killed and 4 million were displaced.

Cynthia G. Efird, U.S. ambassador to Angola, said MEDFLAG '05 was an important contribution to ongoing, overall U.S. efforts in that nation.

"The U.S. is engaged in Angola ... to help the Angolan people and government make the transition from 30 years of war to a peacetime military, a peacetime economy and a peacetime democratic system."

— Cynthia G. Efird, U.S. ambassador to Angola

"The U.S. is engaged in Angola ... to help the Angolan people and government make the transition from 30 years of war to a peacetime military, a peacetime economy and a peacetime democratic system," she said. "The military cooperation piece fits into the overall effort to make Angola a prosperous member of the world economy and a country that is productively involved with the region and in a multilateral forum as well."

She said an exercise such as MEDFLAG '05 brings many benefits to the Angolan nation.

"Immediately, we're working with them on MEDFLAG because the Army here has not had a formal role in civilian emergencies. They have had an important role, during the year that I've been here, in flood relief and during the Marburg epidemic," Efird said, explaining that during the Marburg epidemic in Uige province in the spring of 2005, Angolan forces moved into the region and managed the equitable distribution of supplies shipped from all over the world.

MEDFLAG '05 offered an opportunity to build on that experience and increase the Angolans' knowledge of civil relief work, she said.

"During the war a lot of the (Angolan) clinics were destroyed, a lot of the hospitals were destroyed, (and) a lot of doctors and nurses fled. Those they have now are very dedicated, but they have not had the experience of working together with the police, with fire fighters, with organizations like the Red Cross. And they look to us to explain how to bring this all together," Efird said.

"The experience in planning, the example of a democratic force, and the actual medical training that's going on as Angolan doctors and nurses work with highly skilled American doctors, nurses, technicians and pharmacists — all of that is extremely important," she said.

Mission complete, mission ahead

Lugo said his troops deployed well and performed their mission in Angola superbly.

"That's a tremendous benefit of an exercise like this; it really trains our staff to be a joint medical task force staff," he said. "Frankly, we can go do that anywhere, and will. Get us there, and we're ready to rock, as they say."

Editor's note: Col. Angel Lugo had the chance to prove his Soldiers were "ready to rock" shortly after the task force returned to Germany. The 212th MASH redeployed from Angola Sept. 26, but when an earthquake hit Pakistan in early October, the medical Soldiers started packing again. For an account of U.S. Army, Europe's work in earthquake relief efforts, see page 18.

Some information for this article was drawn from U.S. European Command news releases.

Soldiers live the warrior ethos and are trained and ready for the challenges of today's Army.



Army viewpoints: Command Sgt. Maj. John D. Sparks

Command Sergeant Major, Training and Doctrine Command

In September, Command Sgt. Maj. John D. Sparks came to Heidelberg for U.S. Army, Europe's Land Combat Expo 2005. His seminar with USAREUR Soldiers on changes in the Army's Noncommissioned Officer Education System outlined how the Global War on Terror has affected the Army's sergeant-building. **EURArmy** caught up with him after the seminar to get the details.

by Karen S. Parrish
USAREUR Public Affairs

EURArmy: What would you identify as the top three critical training needs in the Army's Noncommissioned Officer Education System?

Command Sgt. Maj. John D. Sparks: I frequently tell our people in TRADOC (Training and Doctrine Command) that an NCOES course, regardless of what level, needs to train Soldiers for the next level of responsibility. So if I'm a specialist attending the Warrior Leader Course, formerly the Primary Leadership Development Course, I need to receive the training necessary for me to operate as a sergeant. The things that have sort of changed now are, not only do I need to teach you to be a sergeant – that's number one – number two, I need you to learn how to be a sergeant in a combat environment.

In an NCOES course I can't teach you everything you ultimately need to know, but what are the baseline things I can teach every single MOS (military occupational specialty) across the Army to be able to do in a combat situ-

NCOES: Noncommissioned Officer Education System

- **Warrior Leader Course**
(formerly Primary Leadership Development Course)
Required for promotion to sergeant.
- **Basic Noncommissioned Officer Course**
Required for promotion to staff sergeant.
- **Advanced Noncommissioned Officer Course**
Required for promotion to sergeant first class.
- **Battle Staff NCO Course**
Required for certain duty positions.
- **First Sergeant Course**
Required for first sergeants.
- **Sergeants Major Course**
Required for sergeants major and command sergeants major.

ation at that sergeant's grade? One, be a sergeant; two, to be a sergeant in a combat environment; and three, I think, I have to present things to you that you're not going to see anywhere else: the new emerging technologies, the doctrine, the new policies, the new way of doing business.

EURArmy : How has Army NCOES training changed and adapted because of the Global War on Terror?

Sparks: Before 9/11, we had a good NCOES program. It taught us how to do the things we needed to do. What has changed now is that Soldiers spend a great deal of their time deployed, some of them with two, three or four deployments relatively back-to-back, so the NCOES had to take on the role of preparing Soldiers for combat.

So inside of NCOES, inside of TRADOC, at the direction of the secretary of the Army, we developed the 39 individual tasks and the nine battle drills. (*See box at right.*) Those were developed with TRADOC as the executive agent, but the nexus of it was folks coming back from the (combat) AOR (area of responsibility) and what they thought about how they should have been trained.

So since the war on terrorism, we've begun this operation of teaching warrior tasks and battle drills inculcated into our education systems. We also have begun a pretty huge effort, not undertaken by TRADOC for a while, to do an individual assessment of every school we teach: is it tough enough, does it provide the education that you really need, in the right amount of time?

We have to be cognizant how much time we pull you away from your unit. If you were a Soldier and you were married and had two children and were gone for 13 months, the last thing you want to do is come back from a deployment and go back to the states for school without your family.

So we have to find ways to deliver education to you that takes you away less. We have to make the course more rigorous, we have to make it relevant to what goes on in AOR, it has to be embedded with the 39 and nine, and lastly, we have to make sure that we include the lessons we're learning in the AOR. Everything we do should be based on a lesson learned.

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39 & 9: Warrior Tasks & Battle Drills

37 tasks and drills involve training to a set standard; 11 tasks and drills are for familiarization only.

Shoot

1. Qualify with assigned weapon – train
2. Correct malfunctions with assigned weapon – train
3. Engage targets with M-240B machine gun – familiarize
4. Engage targets with M-249 machine gun – familiarize
5. Engage targets with M-2 .50-caliber machine gun – familiarize
6. Engage targets with MK-19 machine gun – familiarize
7. Correct malfunctions with M-2 – train
8. Correct malfunctions with M-240B – train
9. Correct malfunctions with M-249 – train
10. Correct malfunctions with MK-19 – train
11. Engage targets with weapon using night-vision sight AN/PVS-4 – train
12. Engage targets with weapon using night-vision sight AN/PAS-13 – familiarize
13. Engage targets with weapon using night-vision sight AN/TVS-5 – familiarize
14. Engage targets using aiming light AN/PEQ-2A – train
15. Engage targets using aiming light AN/PAQ-4 – train
16. Employ mines (manned) and hand grenades – train

Communicate

17. Perform voice communications : situation report/spot report – train
18. Perform voice communications: call for fire – train
19. Perform voice communications: medical evacuation – familiarize
20. Use visual-signaling techniques – train

Joint urban operations

21. Perform movements techniques during an urban operation – train
22. Engage targets during an urban operation – train
23. Enter a building during an urban operation – train

Move

24. Determine location on ground (terrain association, map and Global Positioning System) – train
25. Navigate from one point to another (dismounted) – train
26. Move over, through or around obstacles (except mine fields) – train
27. Prepare a vehicle in a convoy – train

Fight

28. Move under direct fire – train
29. React to indirect fire (dismounted and mounted) – train
30. React to direct fire (dismounted and mounted) – train
31. React to unexploded ordnance hazard – train
32. React to man-to-man contact (combatives) – train
33. React to chemical or biological attack/hazard – train
34. Decontaminate yourself and individual equipment using chemical decontaminating kits – train
35. Maintain equipment – train
36. Evaluate a casualty – train
37. Perform first aid for open wound (abdominal, chest and head) – train
38. Perform first aid for bleeding of extremity – train
39. Select temporary fighting position – train

Battle drills

1. React to contact: visual, improvised explosive device, direct fire (includes rocket-propelled grenade) – train
2. React to ambush (blocked) – familiarize
3. React to ambush (unblocked) – familiarize
4. React to indirect fire – train
5. React to chemical attack – train
6. Break contact – train
7. Dismount a vehicle – familiarize
8. Evacuate injured personnel from vehicle – familiarize
9. Secure at a halt – train

Source: TRADOC News Service

EURArmy: What happens to the leadership training? How do you teach the 39 and nine core and still maintain that leadership edge?

Sparks: I'll give an example: the STX (situational training exercise) requirement for PLDC used to be 30 hours. The requirement for the Warrior Leader Course is 96 hours. Inside of those 96 hours, each student is a squad leader who has been trained to lead and develop his squad. He not only has to master the task, but as a squad leader he has to lead his squad through that task.

He also still has to do all the peer assessment stuff he had to do before, but we're taking it to the next level. Now, the 360-degree assessment we do is an assessment of your leadership style. When I'm done with my squad-leader mission, my squad has to assess me. As a part of that assessment, there's a trained professional who observes the squad leader, and listens to what the squad says, and then tells the squad leader 'here's what your squad said, here's how you can turn that around.'

We've taken what used to be a rote leadership kind of training and made it more flexible and creative. We allow a fellow student to tell you what he thought of you as a leader, which is pretty powerful. That kind of shakes you a little bit.

EURArmy: NCOES schools stream-lined through distance learning – how and why?

Sparks: You have to recognize that being a sergeant is a pretty big task. To go from being a junior enlisted person to being a sergeant, a noncommissioned officer, is huge. Now four weeks – 28 days – of the warrior leader course cannot teach you everything you need to know as a sergeant. We'd be kidding ourselves if we believed that.

What we've realized in TRADOC is that there is so much that I really want to teach you, there is so much that the AOR and the combat environment have taught me that I need to deliver to you, that I can't do it in 28 days. Not if I keep all the same traditional course material, too.

The only way I can keep the course the same length is to make it rigorous, make it demanding, but deliver things that can be taught in the distance learning format to you before you enter that course. We're going to do that, we're maturing that right now.

I want an NCO to know all about the NCO corps, to know about our history and why it's important. I think I can deliver that in a distance learning package. I want a sergeant to understand Army history, I want him or her to understand why we do reveille, why we do retreat. Is it hard to deliver those things through distance learning? Of course it's hard, but I think it's important to get that information in somewhat, rather than not at all, and I'm afraid that's ultimately what we're going to be faced with.

I haven't, throughout my history, been a fan of distance learning, but I am a fan of this because I think we can do it. I can't teach you new stuff, or maybe I don't want to teach you new stuff, through distance learning, but maybe I can give you a refresher on stuff you're doing in your unit. We'll have lots of distance learning in TRADOC, some courses that will be entirely distance learning, but not NCOES.

EURArmy: What is the long-term evolution of NCOES training?



One of the things we've learned, in Sparks' opinion, is that everyone is a combat arms soldier. Nobody cares what your MOS is when they're attacking a convoy.

Sparks: If you look at where we're going in training, if you look at how much we've changed ... I could talk for hours about IET (initial entry training).

Some people will say we've got the best Soldiers we've ever had. I don't necessarily agree, I think people are just looking at Soldiers harder now than before, I think we've always had great Soldiers; I think the thing that's true now is that we're training them better. The Soldier who comes out of IET is far better trained than when I came out of IET.

Here's how that relates to NCOES: the Soldiers I'm training now in IET will be the Soldiers who will attend NCOES courses later. I've taken the bar pretty high for those guys in their initial training, so when they go to the Warrior Leader Course, I've got to take them to the next level. That training is sequential; the Army says: I've taught you this, you've mastered this, you've been out in the unit doing it, so now I've got to give you more.

I want that kid to come in there just dying for me to give him more education. So the NCOES is more progressive, tough, demanding, rigorous training. And you stay with that all the way through the Sergeant Major Academy.

You can't have the future of NCOES without the future

of the NCO corps. It all has to be rolled together and be linked. In the end, we want to have the best NCO with the best training, and keep him away from his unit for the least amount of time so he's more able to do his combat mission.

EURArmy: The 39 and nine, the whole battle focus. We need that now, but what about when our Soldiers aren't in combat?

Sparks: Well I'll tell you, there are two perspectives on that question. I think for years in the Army, we've made an investment in combat arms Soldiers. We've trained combat arms Soldiers to do what they're doing right now. One of the things we've learned, in Sparks' opinion, is that everyone is a combat arms Soldier. Nobody cares what your MOS is when they're attacking a convoy. Fundamentally, what we're all in the Army for, it doesn't matter what your MOS is, you raised your hand and swore to defend your country. That ultimately means to engage and destroy enemies of the United States, period. So it doesn't matter what MOS you are, we all have to be able to do that.

There are times in the Army, just like any other organization, where we go through periods where we have to isolate training needs. Right now we're in a period where we have to make sure we're prepared for what we're doing in the AOR. Not just this AOR, our NCOES schools have to prepare you for any AOR. Because you don't know, and I don't know, and probably the leadership of the Army doesn't know, the next place where we're going to find ourselves.

What's important is that we're not so fixated on what we're doing now that we fail to prepare ourselves for whatever the next thing is.

What's important is that we're not so fixated on what we're doing now that we fail to prepare ourselves for whatever the next thing is. We've got to be able to do that. I think you'll find that the training we're doing now to prepare them for the AOR is the very same training we should have been doing before – and it's the very same training we will need for the next AOR.

In TRADOC in general, in an orga-

nization that is largely based on training people, we have to be very cautious that we don't have overly difficult standards to implement change. It's the guidance from our leadership now in TRADOC, and we deliver this to all levels of command, that if you identify a training need, don't wait for the process to catch up. Don't wait until you have all the written documentation to incorporate that change. Change right now. You do that through what you get back from the AOR, the Center for Army Lessons Learned, emerging doctrine, needs of Soldiers.

You have to power down; you have to allow people to be in charge. You have to accept what they say, based on their experience and the fact that they were the guy on the ground.

EURArmy: How do you do that when every lesson has a lesson plan and a set program of instruction?

Sparks: You have to power down. For instance, you have a sergeant, and he's got a squad in combat, and he's making life-or-death decisions about this fight. That's happening today, a sergeant all alone and unafraid at a checkpoint, and we charge him to do that.

Then why shouldn't I charge that NCOES instructor, that very same sergeant that yesterday was wearing IBA (individual body armor) and a Kevlar (helmet) and carrying his weapon at the sling, why can't I charge that same guy who's now standing on a platform to see something, to read it, to understand it and take it to his leadership

and say 'Sir, I know we don't have a POI or a lesson plan for this, but I know we've got to get in there?'

The answer is there's no reason. You have to power down; you have to allow people to be in charge. You have to accept what they say, based on their experience and the fact that they were the guy on the ground.

You still have to have good leaders to mentor that. It's important to have the veterans from the AOR as your in-

structors, it's important that the leadership has the experience to be able to say 'this is what we need to do,' and it's important to stay connected to the field. We are extremely well connected to the field in TRADOC.

One thing that's difficult is we're a resource-intensive Army, so we have to identify those changes coming from the field at some point so we can gather the right resources to teach them.

EURArmy: Do you see a time coming when deployment pressures and unit needs are going to require some sort

of adjustment to NCOES?

Sparks: You see that now. We're adjusting the course lengths in the advanced course. In the Advanced Non-commissioned Officer Course we had lots of courses in excess of two or three months. As of Oct. 1, most are going to be below eight weeks.

What TRADOC has done is altered the training day. In the old days, you used to go to chow at 1700 (5 p.m.) and be done. Now you go to chow and come back and continue training, or train on the weekends, to cut time out of courses.

With that we have to be careful to manage our instructors, a lot of them are veterans who have been deployed, and we have to make sure that they're taken care of.

EURArmy: In U.S. Army, Europe, we do a lot of training with other nations. What do you think the future holds for including other nations' Soldiers in our Army's NCOES system?

Sparks: Everyone appreciates the Soldiers in the U.S. Army. I think personally that if you find yourself in a situation where we're going to work with these other armies, then it's beneficial to help them with their NCO corps. It's beneficial to provide some of the very same training we provide. It's a benefit to understanding how someone else thinks, how another culture thinks. There's always a huge interest in how we train our NCOs.



War-Winning Readiness

Soldiers live the warrior ethos and are trained and ready for the challenges of today's Army.

NODAL deployment

by Col. Brad Wakefield
Deputy Chief of Operations
USAREUR G3

U.S. Army, Europe's 1st Infantry Division deployed for Operation Iraqi Freedom in 2004, moving more than 7,400 pieces of equipment from multiple home stations to shipboard in less than 16 days. The division also transported more than 11,500 Soldiers and linked them up with their unit equipment in Kuwait in 15 days. To accomplish this logistical challenge, 1st ID used three different airbases in Germany, including, through special arrangement with German authorities, Nuremberg International Airport.

Strategic deployment is not an intuitive event. Although an increasingly common occurrence, it is not a day-to-day exercise for most units and organizations called upon to successfully execute the mission. Strategic deployments, if they are to be successful, must be conceived and carried out as full military operations. As in any

operation, deployments must be thoroughly planned and rehearsed, and success must be measured against known and objectively developed criteria.

In the past five years, U.S. Army, Europe has revised the manner in which units plan, prepare and execute deployment operations. Key to this

revision was the development of the nodal deployment process, now the USAREUR standard.

The nodal deployment process allows for inspection for and correction of deficiencies at or near home station, ensures orderly movement between multiple home stations and ports of embarkation, and proceeds in the time and sequence necessary to load strategic lift assets.

• Development and management of the Theater Transportation Plan to synchronize and schedule the movement from the ISA to the sea port of embarkation

• Standardized rail-loading procedures, including training and safety requirements

• Theater-managed Convoy Support Centers to ensure coordination of ground movements

• Formation and operation of the Marshalling Area Control Group

• Clearly defined roles and responsibilities of the Port Support Activity, the MACG and Military Surface Deployment and Distribution Command at barge staging and loading areas and the sea port of embarkation

• Prepared and certified deployment support personnel as required to perform or augment nodal operations

USAREUR's deployment process is unique; it doesn't mirror U.S.-based units' deployment or redeployment procedures. Several factors drove USAREUR to review and update its deployment process: a lack of fixed organizations and installations capable of "pushing" units to ports of embarkation; the transition from the Cold War-based General Defense

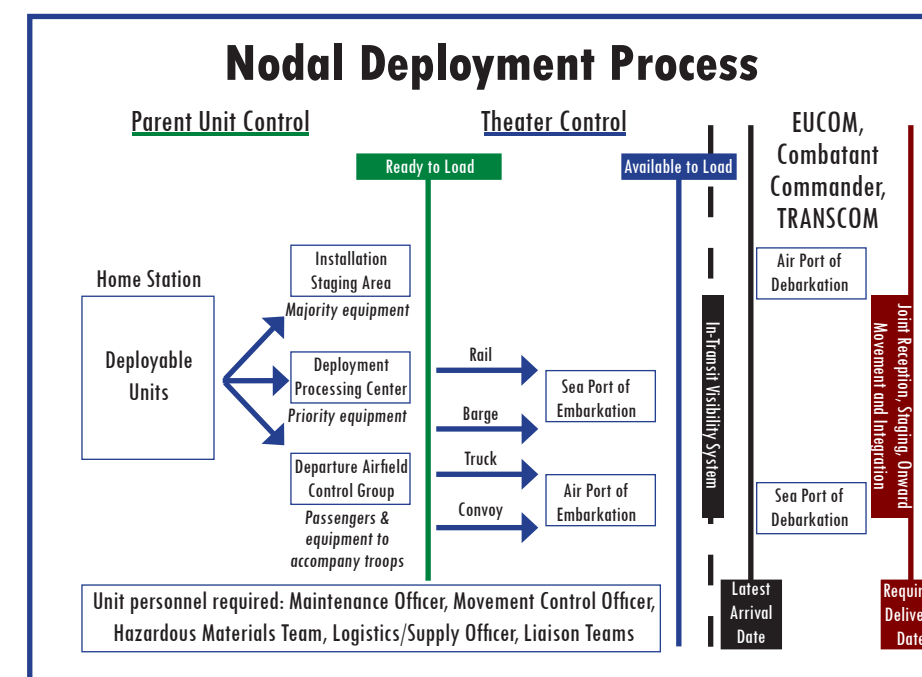
Plan; European- and CONUS-based units' deployments to the Balkans; and perceptions of inefficiencies surrounding USAREUR's deployment of forces to Albania in 1999.

ROC and a hard place

USAREUR's most significant push for change came as the command prepared its units for their first major deployment from Europe since Desert Shield and Desert Storm.

The impetus: 3rd Corps Support Command, then commanded by Brig. Gen. Charles W. Fletcher, hosted a January 2002 deployment "rehearsal of concept" – or ROC – drill that raised more deployment issues than it answered.

The drill pointed up the need for a means of command-and-control interface with non-USAREUR units such as Air Mobility Command.



Each deployment node has clearly defined processes with known and measurable outcomes, enhanced through fixed and rehearsed command and control, or C2. The illustration above provides an overview of the Nodal Deployment Process, which includes:

• Clearly defined unit responsibilities and procedures during predeployment and at each of the nodes

• Fixed C2 responsibilities at each node

• Development of an Intra-Theater Transportation Plan incorporating all predeployment activities, including household goods pick-up, privately owned vehicle storage, and predeployment processing

• Continued use of the Deployment Processing Center for all air deployments

• Implementation and rehearsal of the Installation Staging Area process

Finding answers to questions raised during the ROC drill proved challenging, as Army and joint doctrine provide little concise or easily referenced information ... to answer the essential questions, USAREUR G-3 (Operations) developed a process focused on preplanned activities occurring at preplanned deployment nodes.

Complicating this and other issues, neither USAREUR policy nor the deploying unit's standard operating procedures set forth deployment standards.

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USAREUR units were well-rehearsed in moving from their respective motor pools to their GDP locations, or by rail and bus to the Balkans. These unit movements, however, did not require the overall structure and level of orchestration needed to move major forces from Europe to Kuwait.

To answer the essential questions and ensure success during upcoming deployments, USAREUR G3 (Operations) developed a process focused on preplanned activities occurring at preplanned deployment nodes. USAREUR also expanded the Joint Deployment Process phases to define those actions which USAREUR can influence. These actions include:

- Phase IA – Select and train unit movement personnel.
- Phase IB – Deployment planning and requirements within the Military Decision Making Process
- Phase IC – Deployment node and home station predeployment planning and preparation
- Phase IIA – Pre-ready to load activities
- Phase IIB – Pre-available to load activities

Specific unit roles and responsibilities for deployment operations

are now standardized through Army in Europe Regulation 525-1, *Deployment Operations*, and in detailed deployment orders. Movement Control Boards, video teleconferences, briefbacks and numerous ROC drills also help ensure understanding and synchronization. Through these means, USAREUR elements identify and remain aware of what deploying units and deployment support units are required to do, clearly define expectations and avoid unnecessary overlap.

By expanding the joint deployment definitions and formalizing the Nodal Deployment Process, USAREUR reduced the number of deploying unit personnel, diminished the amount of equipment frustrated or refused at the port of embarkation, cut the number of U.S. personnel at the seaport and decreased the time needed to deploy from fort to port. Key areas of the process are discussed below.

Intra-Theater Transportation Plan

For large deployments, units must synchronize all predeployment activities. If, for example, a unit doesn't ensure an adequate workforce to pack, move and store household goods for deploying Soldiers, the result can impact the deployment and adversely affect deploying Soldiers. The ITTP lists predeployment requirements by installation, and allows commanders to deconflict those requirements before Soldiers embark.

Theater Transportation Plan

Centralized planning and execution of ITT assets ensures that the highest

priority units are first to receive resources that are in short supply. The TTP calculates the numbers and types of ITT assets needed to move deploying units from home station, to and through the installation staging area or Deployment Process-

ing Center, and finally to the port of embarkation.

The TTP is a synchronization matrix, displaying the schedule and intra-theater mode of transportation, such as rail, truck or barge, for a unit's movement. It provides the key linkage between the deploying unit's lift requirements, as described in the unit's TC-AIMS II-based Unit Deployment List, and the port manager's ability to receive, stage and load equipment at the seaport. The 1st Transportation Movement Control Agency developed the TTP, which the U.S. Army Garrison then uses to determine their installation staging area call-forward process based on the load schedule and amount of equipment.

Deployment Processing Center

The James M. Wright Deployment Processing Center at Rhine Ordnance Barracks, adjacent to Ramstein Air Base, provides a combat multiplier to USAREUR's deployments when either time or location requires the use of strategic airlift. Developed in 1997, the DPC process was critical to the successful movement of more than 400 C-17 sorties from Ramstein to Tirana, Albania, in 1999.

The DPC is a robust, full-time Arrival/Departure Control Group. It is manned by personnel assigned to the 21st Theater Support Group and augmented with rotational support from trained and validated deployment support personnel provided by V Corps. Consisting of eight vehicle preparation and inspection sta-

tions, the DPC provides a structured and objective process to ensure that equipment is prepared, inspected and accepted for airload.

Installation Staging Area

The ISA is a centralized and preplanned activity where units assemble their equipment for continued movement to the port of embarkation. All equipment undergoes inspection, and units correct deficiencies before their established load date. Staging area operations allow the deploying unit to

The ISA in effect "brings the port to the unit," and allows faster port clearance with reduced U.S. presence at the seaport.

correct deficiencies and prevent their equipment from frustration or refusal at the port.

U.S. Army garrisons are responsible for the planning, preparation and execution of installation staging areas capable of supporting the simultaneous deployment of all tenant units. The staging areas are usually located alongside railheads; however, the garrisons are not constrained in the number of staging areas they establish.

The ISA concept is based on USAREUR's success with the DPC, and allows units to meet all documentation and inspection requirements at or near home station, rather than at the port of embarkation. ISA processing includes six separate evaluations, following a USAREUR checklist and standard procedures for equipment marking and labeling.

The six installation staging area stations are: reception and safety; documentation inspection; maintenance inspection; fuel/defuel; final

inspection; and staging for onward movement. The ISA applies the same inspection processes and standards as are applied at the seaport of embarkation. The ISA in effect "brings the port to the unit," and allows faster port clearance with reduced U.S. presence at the seaport.

Marshalling Area Control Group

Deployments can widen existing rifts or create new ones between service and component organizational seams, such as between Military Surface Deployment and Distribution Command (a USTRANSCOM component command) and the deploying unit. The deploying unit is focused on the deployment and follow-on mission, and may not have sufficient experience to efficiently move through the sea port or effectively react to the port manager's requirements.

To bridge the organizational seam, USAREUR designates a Marshalling Area Control Group to plan embarkation activities and provide an interface between the deploying unit and the SDDC port manager. The composition and duration of the MACG depends on the amount of equipment and the deployment or redeployment schedule. The MACG:

- Receives, stages, inspects and processes equipment for transfer to the SDDC port manager, who is then responsible for loading the plane, barge or ship.
- Establishes command and communications capable of receiving deploying unit personnel and equipment and communicating deployment status to USAREUR headquarters.
- Maintains effective communications with the SDDC port manager.
- Plans, establishes and controls force protection to support port operations. Works with SDDC to synchronize security force missions among host nation civil authorities, guard force, local and state police and other military units operating in the area.
- Provides visitor control, ensuring

port operations are uninterrupted. Coordinates all port visits with the SDDC port manager.

- Establishes a life support area capable of housing, feeding and providing administrative and religious support to all USAREUR personnel working at the port.

- Receives and inspects deploying equipment, ensuring it is properly labeled and configured to the appropriate dimensions for deployment.

- Provides and recovers blocking, bracing, packaging, crating and tie-down materials.

Deployment Support Personnel

Deployment is a unit responsibility. When possible, the deploying unit is assisted by deployment support personnel, made up of trained non-deploying or late-deploying forces. Deployment support personnel are required to man ISA stations, conduct Convoy Support Center, Port Support Activity and Arrival/Departure Control Group operations.

Deployment support Soldiers relieve deploying units of many nodal related tasks, allowing them to prepare for their deployed mission.

The number of support personnel required depends on the size of units deploying, the amount of equipment to process and the overall length of deployment operations. Based on these factors, USAREUR deployment orders establish DSP requirements for each deployment.

Fully Deployed

The Nodal Deployment Process assigns clearly defined roles, responsibilities and expectations for the deploying unit and those units assigned to assist in the deployment.

USAREUR's deployment process provides inspection and assistance at or near the deploying unit's home station to reduce the deploying unit's requirements and still meet all technical and documentation requirements applied by SDDC or AMC.





Force Projection

USAREUR rapidly projects forces prepared for joint and combined operations. USAREUR forces are trained and ready to execute humanitarian and relief operations such as the MEDFLAG exercise in Angola and the earthquake response in Pakistan.

U.S. Army, Europe troops give aid in wake of Pakistan Earthquake

by Arthur McQueen
USAREUR Public Affairs

U.S. Air Force photo by Tech. Sgt. Mike Buytas
A U.S. Army CH-47 Chinook helicopter delivers disaster relief supplies to the earthquake devastated area surrounding Oghi, Pakistan, Oct. 17.

An earthquake measured at 7.6 on the Richter scale and centered near Balkot, Pakistan, jolted the Kashmir region of South Asia Oct. 8, killing an estimated 80,000 people, injuring another 70,000, and leaving up to four million homeless.

In the weeks since the quake, more than 600 U.S. Army, Europe-based Soldiers have deployed to Pakistan to assist in the global relief effort. The first arrived within 48 hours of the disaster.

USAREUR Soldiers assisted in Pakistan primarily as part of either Task Force Griffin-Pakistan, an aviation team providing helicopter support which has since redeployed, or Task Force 212, which is still on site providing medical care to Pakistani earthquake victims.

Air support

For Task Force Griffin troops, Pakistan was a double deployment. The

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augmented 12th Aviation Brigade, led by Col. Mark McKearn, was already deployed throughout Afghanistan supporting Operation Enduring Freedom. Beginning Oct. 10, 400 Griffin Soldiers moved their Chinook and Blackhawk helicopters more than 200 miles eastward to Chaklala Air Base, near Rawalpindi.

In the aftermath of one of the deadliest earthquakes in modern times, many of Pakistan's roads were impassable. Helicopters often provided the only means to reach stranded quake victims.

McKearn said his troops worked alongside crews from several other nations and services; Pakistani MI-17 Hip helicopters, U.S. Navy Sea Stallions, British Chinooks, and Afghani Hips all ferried supplies out to remote areas and carried injured or homeless people back to where they could receive help.

McKearn said Pakistani government officials requested and directed the American efforts.

"We developed the airspace plan (and) worked the pick-up zone coordination plan," he said. "We are simply providing (Pakistan) a capability they don't have in their aviation operations, POL (petroleum, oil and lubricants) and pickup zone management."

The work in Pakistan was quite different from Afghanistan, where Chinooks and Blackhawks chiefly serve as as-

U.S. Air Force photo by Airman 1st Class Barry Loo
A Pakistani man prays in a U.S. Army CH-47D Chinook helicopter at Muzaffarabad, Pakistan, Nov. 19.

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sault or resupply aircraft, McKearn said.

"In Afghanistan, when you fly difficult missions in challenging terrain to deliver an assault force, they conduct their operations but you can't see the effects of it," he said. "Here ... you're making a difference, and the people of Pakistan are getting to see what Americans are all about."

The interaction has been positive for both the Pakistanis and the Americans, the task force commander said.

"It has been tremendous," McKearn said. "Their aviation arm adopted us, their pilots fly with us, and there is tremendous respect between us. Aviators are aviators. That's the bottom line."

Task force crews and pilots pushed themselves and their aircraft hard for the earthquake relief mission, he said, flying twice as many hours as they do in Afghanistan, or five times the normal rate for home station.

"We are still running missions out of Bagram, Kandahar and elsewhere, so there is a split-basing challenge, and the air crews are reaching the max hours that they can fly in a 30-day period," McKearn said.

Task Force Griffin ended its Pakistan efforts Nov. 27, replaced by elements of the 25th Infantry Division from Hawaii; 1st Cavalry Division, Fort Hood, Texas; and the 7th Battalion, 158th Aviation Regiment, an Army Reserve unit from Kansas.

The commander of the replacement aviation force is Col. Robert Johnson, commander of 1st Armored Divi-

sion's 4th Brigade, based in Hanau, Germany.

Both outgoing and incoming aviators managed the transition carefully to assure aid efforts would continue unhindered, McKearn said.

"We're doing a relief in place, which the U.S. Army has down pat," he said during the changeover. "We are gradually and deliberately bringing the new team online and sending forces back to Afghanistan, so when the new commander comes online, he will have a seasoned team running things."

During its approximately six weeks in Pakistan, Task Force Griffin flew 1,015 sorties, logged 1,265 flight hours, evacuated 3,224 injured people, and moved nearly 6,000 passengers and more than 4 million pounds of supplies.

"This mission has gone a long way to strengthen our relationship with this country. Our guys have been great ambassadors," McKearn said.

McKearn said while Griffin has completed its Pakistan mission, the task force is still deployed and hard at work.

"Our mission in Afghanistan began with the first (USAREUR) units arriving in February, 2005, and will end when the last Soldiers leave (in 2006)," he said.

Medical aid

The medical assistance USAREUR dispatched to Pakistan is Task Force 212, led by Col. Angel Lugo, 212th Mobile Army Surgical Hospital commander.

The MASH staff added doctors and nurses from the 67th Combat Support Hospital, Wuerzburg, and the 160th Forward Surgical Team, Landstuhl, to its roster for the earthquake relief deployment.

Lugo and his staff received orders to Pakistan less than a month after they returned from MEDFLAG 2005, an ex-

U.S. Navy photo by Petty Officer 2nd Class Timothy Smith
A 12th Aviation Brigade crew member oversees the unloading of a UH-60 Black Hawk helicopter as members of the Pakistan military stack tents and other emergency aid in the remote Pakistani village of Rawalakot Oct. 12.





photos this page by Arthur McQueen, USAREUR Public Affairs

Above: Sharif Hussain (left) watches as 2nd Lt. Narvaez Vasquez prepares to check his son, Faisil's, blood pressure. Air Force Maj. Fareed Sheikh (right), stands by to translate.

Right: Staff Sgt. Syed Ahmed, a translator with Task Force 212, explains to Mohammed Yasin, a native of Chakoty, Pakistan, the procedure American military doctors will perform to treat his leg injury. Yasin, a shepherd, was injured by falling rock and did not reach medical assistance for 17 days.

tended medical exercise in Angola, Africa. The task force arrived in Muzaffarabad, Pakistan, Oct. 24 and treated patients in their newly assembled emergency room Oct. 25. The task force is still on site providing care to the Pakistani people as of this writing.

While en route to the new mission, Col. Victor Lebedovych, 212th MASH chief of surgical services, said the short turn-around between missions, coupled with the desperate need for medical care in Pakistan after the earthquake, gave unit members a sense of urgency.

"We had to call people back from leave, and when we arrive in Pakistan we are anticipating residual trauma cases and fractures," Lebedovych said. "But I have confidence everything is ready."

Lt. Col. Ann Sammartino, deputy commander for nursing, said the task force set off well-equipped.

"We have 30 days' worth of (medical and life support) supplies, where we normally have five," she said.

Getting there

The flow of Task Force 212 began Oct. 19 with a 36-member advance team, light on Soldiers and heavy on equipment and trucks, followed by the 100-person-strong main body. The two parties met up at Chaklala Air Base.

... in the foothills of the Himalayas, winter means misery and potential death for countless Pakistani people left homeless by the quake.

"I'm ready to help, ready to do some good," said Sgt. Andre Rivera, a food inspector from the Northern European Veterinary Detachment.

The troops would travel by convoy to their destination, Muzaffarabad, 250 kilometers to the northeast by the main roads.

When those roads proved impassable because of earthquake damage, the convoy detoured to a less direct route.

Winter 2005-2006



The added distance, along with vehicle breakdowns and narrow passages too small for some trucks, extended the trip to 27 hours.

Pakistan's chilly dampness carried a constant reminder of imminent cold weather. This year, in the foothills of the Himalayas, winter means misery and potential death for countless Pakistani people left homeless by the quake.

A sign along the route proclaimed the area "Paradise on Earth;" this contrasted starkly with the view along the main streets of Muzaffarabad, where task force Soldiers saw devastated buildings on all sides.

Lugo gathered his troops when they reached Muzaffarabad.

"We've had some challenges," he said to the Soldiers. "Now we dig in and do what the MASH is famous for, providing far-forward, world-class medical care."

The doctors are in

Once their boots hit Muzaffarabad ground, task force members began setting up the hospital.

Sammartino described the MASH's modular tent construction as "a giant jigsaw puzzle, about 250 feet by 350 feet, that can be assembled to fit the available space."

For Task Force 212, rank and medical degrees didn't matter when it came to lifting. Everyone pitched in, with doctors, anesthetists and nurses rushing to get the first of three intensive care units in place in one of the largest rubble-free areas of flat ground available.

Emergency response

U.S. Army, Europe's geographic location means its Soldiers are uniquely positioned to respond rapidly to crisis situations. When a major earthquake struck Pakistan, the need was simple: send help fast. Assembling and moving hundreds of Soldiers and tons of equipment is not so simple — this is where the experts of USAREUR's Operations Division (G3) step in.

"The steady state deployments are as complex as the in extremis (extreme circumstances) deployments from our perspective," said Col. Brad Wakefield, deputy chief of operations, USAREUR G3. "We do a request for forces, on average, six times a week."

The in extremis deployment process begins when a commander, in this case the commanding general of Central Command, requests forces based on his or her assessment of need.

"The joint staff validates the request and apportions who has to provide those forces," said Wakefield. "A slice

of that comes through EUCOM (U.S. European Command) to us."

For earthquake relief, EUCOM requested medical support and a water purification team. G3 sent a warning order to units the following day.

"The specified capability — an Army surgical hospital, with 30-bed capability — we have one," Wakefield said.

USAREUR would deploy that one, the 212th Mobile Army Surgical Hospital, based in Miesau, Germany. They would be supported by a reverse osmosis water purification unit, from the 1st Armored Division's 123rd Main Support Battalion, to supply clean water for the hospital.

"The MASH had just returned from Africa for MED-FLAG, and the transition of the MASH (from V Corps to Europe Regional Medical Command) had just happened," Wakefield said. "So the higher headquarters involvement was maturing."

While the MASH retooled for a second, extended mission to an austere location, Wakefield and his team next planned how to get the units and their equipment into

areas where they were needed most, given the scarcity of available military aircraft.

"There is a worldwide shortage of strategic airlift capability," Wakefield said. "The only civilian aircraft capable of carrying roll-on roll-off cargo is the Antonov-124 Condor. The C-5 Galaxies and C-17 Globemaster IIIs are in short supply, and you can't land C-5s everywhere ... Our load plans for Task Force 212 were first generated for C-17s, then for C-5s, then we were told we were getting 124s," Wakefield said.

He said planning in extremis deployments outside the United States requires an innovative approach.

"It would be different if we had the same deployment requirements as the XVIII Airborne Corps, with standing forces all ready to go, load plans done and known airlift requirements," Wakefield said.

Still, G3 and the 212th MASH, with support from several other Germany-based units and the forward-deployed Task Force Griffin, once again demonstrated USAREUR's capability to meet "Any Mission, Anywhere!"

With the hospital in place, the Pakistani government started coordinating air travel to the hospital for injured patients from remote locations, while local people arrived on foot.

By Oct. 28, the task force's 12 doctors and 32 nurses were staffing two surgical operating tables, 24 intensive care beds and 20 intermediate care beds around the clock.

"Patients are walking, being brought by ambulance or helicopter from remote areas," Lugo said. "We have many orthopedic cases, general medicine, cardiac cases, respiratory arrest where people stop breathing, including children, women, and men. We have been able to deal with all of them."

The staff triages incoming patients in the emergency room, then refers them to the appropriate section for treatment.

"The visits started off at about 25 a day," Sammartino said, adding that the number of patients quickly doubled, then continued to climb as word of available care spread to the surrounding villages.

"We have been at capacity," Sammartino said. "Of the 200 to 210 patients that we triage, we admit about five to six a day and treat (and release) the rest."

The number of resident patients is relatively stable at 20 to 25 daily, but primary injuries have changed during the weeks since the earthquake, she said.

"We were seeing a lot of orthopedic fractures initially. Now we are seeing a lot of burn patients," Sammartino said. "At night (the temperature) is dropping below freezing here, and there have been a lot of tent fires."

Task force members say they are prepared for an extended stay to support the government of Pakistan.

"Now we have settled down into a pattern where ordered supplies reach us in seven to 10 days from Afghanistan," Sammartino said, adding that a contractor now provides the task force members two hot meals a day.

"Our soldiers have met the challenges we faced," Lugo said. "They exemplify our motto, 'One Team.'"

By Dec. 5, the Task Force 212 had seen more than 6,600 patients and performed more than 320 surgeries, while the



photo by Arthur McQueen, USAREUR Public Affairs
Maj. Thomas Knisely, a surgeon with Task Force 212, examines Maqsood Ali Oct. 28 at the Mobile Army Surgical Hospital in Muzaffarabad, Pakistan.

number of earthquake-related cases continued to drop.

Lugo said Dec. 15, "The government of Pakistan has requested, through their local representatives, that our hospital remain through the end of winter. Our own assessment is that we could leave at the end of January without creating a gap in medical capability."



Session Summaries

Session I: Adapting Land Forces to New Challenges

Lt. Gen. Filiberto Cecchi, chief of staff of the Italian Army

The events of 9/11 demonstrated terrorism is a transnational, asymmetrical threat that requires a transnational, multilateral and asymmetrical strategic response. Today, nations must work, act, and fight in an integrated, interdisciplinary, and multilateral system, where military intervention is but a component of the overall strategy to counter the terrorist threat.

The principle land force capabilities to counter terrorism include intelligence, full spectrum preparation, and combat units. Using available intelligence to know the terrorist threat is the critical first step to planning and acting. Providing full spectrum preparation to our military forces tasked with countering the threat will allow for more flexibility to cope with a wider range of conflicts. Finally, countering an evolving terrorist threat requires combat units that are constantly adapting and integrating new tactics, greater flexibility, and equipment.

Session II: Terrorism as Crime, Terrorism as War

Maj. Gen. Graeme Lamb, director general, Training Support, Land (United Kingdom)
former commander of the Multinational Division (South East), Iraq

Attempting to define Terrorism as "crime" or "war" is misleading. The new threats are elusive, not tied to a single state for funding and support, and can now inflict international-level change. The military must adapt and invest in new technologies while ensuring its Soldiers are trained to a variety of missions (some outside the traditional military sphere), highly adaptable, able to function in diverse cultural environments, and perfectly focused on the getting the job done. Land forces and their leaders should actively work to deconflict the roles and responsibilities of militaries, nations, nongovernmental organizations, governments, and civilian authorities at the local level before, during and after operations.

Session III: National Strategies

Rear Adm. Robert S. Harward, Joint Staff representative to the National Counterterrorism Center

To enable our efforts in countering terrorism, we must expand foreign partnerships and partner capacity while institutionalizing counterterrorism norms domestically and internationally. The United States is organizing for a long campaign by restructuring key counterterrorist agencies, investing in intellectual and human capital, and implementing national-level, strategic operational planning as an interagency function.

U.S. strategy is offensively oriented with direct, continuous action in conjunction with partners and allies. The strategic aims are to defeat violent extremism as a threat to our way of life as a free and open society and to create a global environment inhospitable to violent extremists and all who support them. This strategy addresses four goals simultaneously: protect and defend the homeland; attack terrorists and their capacity to operate effectively; support mainstream Muslim efforts to reject violent extremism; and prevent acquisition or use of weapons of mass destruction.

Session IV: Coalition/Allied Cooperation

Lt. Gen. Tony van Diepenbrugge, commanding general, 1st German/Dutch Corps

Terrorism is multinational and, unlike conventional warfare, there are no precise targets. Fighting against an ideology is difficult and we need to harness all available elements of power to prevail; the military arm is only one small component of that effort. Past examples of coalition operations in Iraq illustrate that multinational operations can be effective and that it is possible to operate together in complicated situations.

There are many challenges to conducting a multinational operation. On the political level there must be a common goal and national will to execute. On the military level intelligence, synchronized information operations, deployability, integrated logistics, and force protection must be taken into account to conduct successful coalition operations.

Session V: Panel Discussion on the Way Ahead

Gen. Peter Schoomaker, chief of staff, U.S. Army

Increasingly, land forces are involved in untypical military operations such as terrorism and disaster relief/response. To better meet these operational requirements, the Department of Defense has four quadrants it will examine in the Quadrennial Defense Review of 2005, balancing what is possible, probable, and certain. These four quadrants are symmetrical roles; irregular or insurgent threat; catastrophic threat; and disruptive threat.

The U.S. Army is transforming and repositioning globally to meet these new operational requirements. While the U.S. Army is implementing a new dynamic presence in Europe and is placing great focus on joint operations and command, the focus remains on the Soldier. By maintaining high standards, high retention rates, and a high reenlistment rate, the U.S. Army proves that it is committed to adapting to the challenging way ahead.

Source: International Operations Division, Office of the Deputy Chief of Staff for Operations, Headquarters, USAREUR.

European, U.S. military leaders discuss GWOT

USAREUR Public Affairs

In what could be termed a strategy-planning session for the Global War on Terror, senior military leaders from 37 nations met in Heidelberg, Germany, Oct. 19 to 21 for the 13th Annual Conference of European Armies, sponsored by U.S. Army, Europe.

The topic of this year's conference was "Land Force Roles in Countering Terrorism," and sessions included "Adapting Land Forces to New Challenges," "Terrorism as Crime, Terrorism as War," "National Strategies" and "Coalition/Allied Cooperation."

Keynote speaker for the conference was the United Kingdom's John Colston, NATO assistant secretary general for defence policy and planning.

During an interview, Colston described the conference's significance.

"It is addressing the challenges of terrorism and how land forces can best work, together and individually, to respond to those challenges," he said. "I think it's a very important initiative to bring together the representatives of some 39 European armies, to exchange views on how best the military land forces, in particular, can

work with other elements of the armed forces and with civilian agencies to provide the most comprehensive and coherent response to the challenges of terrorism, which are still, regrettably, very much with us today."

The conference's concluding session was a panel discussion featuring, among others, Gen. Peter Schoomaker, U.S. Army chief of staff, who

summed up the conference results.

"I really think we have had some very valuable discussions of quality, and I think the discussions indicate we are on a very positive path of understanding. I commend everybody for it, and I'm proud to be a part of it," he said.

USAREUR will continue to sustain the quality of life and well-being of Soldiers, families and our civilian workforce.

'I love you, Goodbye.'

story by Karen S. Parrish
photos by Gary L. Kieffer
USAREUR Public Affairs

It's no secret that Soldiers' duties often take them away from their families for months or a year at a time. Around Army installations, yellow ribbons are almost as common a sight as camouflage uniforms.

U.S. Army, Europe regularly deploys and redeploys its Soldiers at the Army's orders, and devotes many of its resources to refining deployment procedures and sustaining families and Soldiers during separations. Still, many Army families — husbands and wives, parents and children — face loneliness, worry and fear as part of their daily lives.

How do they do it? What does it mean to be a "deployed family"?

Two USAREUR families facing deployment offered to share their experiences. We will report on the Dorseys, a family in Butzbach, and the Iliffs, a couple in Giessen, before, during and after a planned year-long deployment with 1st Brigade, 1st Armor Division's Ready First Combat Team. This article is the first in that series.

Part I: Meet the families

Robert and Janine Dorsey, 26 and 35 respectively, live in Butzbach. Their family includes Janine's 15-year-old son, Kekai, and Robert and Janine's 16-month-old daughter, Sophia.

Robert, scheduled for promotion to sergeant in January, is a team leader for 1st Battalion, 36th Infantry Regiment. Janine works as an administrative assistant for Army Community Service. The two have been married less than five years, and Robert's upcoming deployment, planned for early 2006, is the first for both of them.

Training hard

Intense training is standard for Army units headed to Iraq, and Robert's is no exception.

"Within the last six or eight months we did two Hohenfels rotations. They tried to simulate as best they could the scenarios downrange. Then we went to Graf for two rotations, gunnery and marksmanship qualifications," he said.

Robert said his most important responsibilities as a team leader in training and during the deployment

involve checking and inspecting his men's equipment.

"I also make sure they're in the right positions during patrols," he said.

As he prepares for the mission to Iraq, he tries to learn from Soldiers who have deployed already, he said.

"I can't say I'm 100 percent confident of what to expect, because obviously I've never been there. But I do listen to people who have been there, so I'm fairly confident I know what to expect," Robert said.

Janine said the training schedule has been a challenge for her family.

"I try to understand, because I know it's a part of the job. And I would rather him be trained, even if it means he has to be away from us, because then he'll know what he's doing when he gets there. But it has been hard; he's been away for six months this year," she said.

She said his extended absence for training has given her an idea what the deployment will be like.

"I hate that he's away, that he's missing things our daughter is saying and doing," Janine said. "I don't want him to be gone all the time. I want the kids to know him."

Preparing to part

Janine said after Robert's absences for training, she's working on ways to keep him fresh in their daughter's mind while he's deployed.

"We're talking about getting a video camera, and I want to tape him

posed to do because I hear about it every day. So we went and got all our powers of attorney, and we've had lots of conversations," she said. "It's the first time we will be apart for so long, and I know he's under a lot of stress, so I'm just trying to make it easier for him."



Robert and Janine Dorsey

Janine said in addition to the information she gathers at work, the social interaction she gains there helps her cope with the prospect of Robert's absence.

"My opinion is you need to get out there and do things. And you need to surround yourself with positive people. You have to make the best of the situation that you're in," she said. "I just hope that over the next year, I can

ployment through USAREUR's R&R program.

She said Robert suggested they take the children and go to the Bahamas.

"We want to take his parents, too," Janine said. "They haven't even met their granddaughter yet; she was born here."

Robert said he and his wife will call, e-mail and exchange photographs as much as they can while he's deployed.

"I think we just have to try to sustain our relationship as best we can, and do the right things with our money so we're financially secure after I come back," he said.

Janine said sustaining her marriage over the separation is her top priority.

"I think it's important to try to maintain our relationship. I know a lot of people got divorced after the last deployment, and a year is a long time. So we just need to work at keeping our love going," she said.

Chelsea and Erik Iliff, both 26, have been married three and a half years; a wooden sign on the door of their stairwell apartment in Giessen reads "The Iliffs: Established 2002."

Erik first deployed for U.S. Army, Europe in October of 2004. He is preparing for his second deployment early in 2006, as the battalion intel-

... you need to surround yourself with positive people. You have to make the best of the situation that you're in. I just hope that over the next year, I can work with the people who have been where I am.

reading stories. Then I can play that for her every night, so she can see her daddy," Janine said.

She said Robert helps Kekai with his homework every night, and coaches him on JROTC topics.

"My husband and Kekai have talked about the way Kekai holds his gun, how his uniform should be, and Rob has even spent time showing him how to iron his uniform," Janine said.

She said her work at ACS for U.S. Army Garrison Giessen has helped ready her for her husband's departure.

"I know all the things we're sup-

work with the people who have been where I am. I know they can help me, because I just want it to be as easy as possible for him when he gets back."

Robert said while he knows he'll worry about his family while he's in Iraq, he's confident his wife will manage well in his absence.

"I think she's going to do pretty well. If she just stayed stagnant and sat at the house, that would make things worse," he said.

Janine said she has some activities with her children planned for Robert's absence.

"My husband's very sweet. He said



Janine Dorsey



Robert Dorsey



Chelsea Iliff



Erik Iliff

ligence coordinator for 2nd Battalion, 3rd Field Artillery Regiment.

"I'm the assistant S-2, essentially. I just switched over to Military Intelligence branch last month, but I'm still FA, fortunately. I was very relieved that I would be able to stay with the same battalion for this deployment," he said.

Erik said though his last deployment was "a whirlwind," the anticipation this time makes it more difficult.

"I arrived (in Germany) after the unit had been gone about three or four months. I got here in September and left (on deployment) in October," he said. "There was no lingering, none of this we're about to go, we're about to go, when are we going to go?"

Chelsea added, "It was like pulling

sponsored her, another spouse in the unit, with helping her settle in after Erik left. It was her first posting as an Army spouse other than her husband's officer basic class.

his duties the first time out, he said.

"Basically I find out if we have sources who are providing information about IEDs and insurgent activity, and help make recommenda-

“Last time, when we started out on the phone or in e-mail, it was so fake ... a couple months into it, we started being more honest.”

"The first couple days, I didn't know where he was going or what he was doing. I was just so new to the Army as a spouse," she said.

Chelsea said she had just completed her master's degree when she arrived in Germany, and was excited

tions to the commander on what we should do with that information," he said. "It's a big change in responsibility over the last deployment, when I did a lot with rebuilding schools ... if a school doesn't get built, it's not going to cause someone their life. But bad intelligence or a bad recommendation to the commander, that could cost lives. So it's going to be a little more stressful this time."

Long-distance relationship

Chelsea and Erik say they have talked a lot about how to stay connected during the coming separation. One thing that worked well last time, Chelsea said, was exchanging journal entries. The pages they wrote then, she said, have become a family keepsake.

"I think the intent of the journal really changed," she said. "At first it was something for our own purposes, then it became something for each other. Now, I think it will be something for our kids to read some day ... I would love to read something my grandparents had written when he was in World War II or something like that."

Erik said, "Last time, when we started out talking on the phone or in e-mail, it was so fake. I was saying, 'Everything's fine, I'm not in any danger at all,' and she was saying, 'Everything's great, I'm not sad at all.' Then, a couple months into it, we started being more honest, and the journals really helped get that spark, I think. It helped us feel more connected over the time and distance."

The Iliffs agreed that maintaining close communication can help a couple come back together comfortably when the deployment ends.

"It was awkward, when I came back from the last deployment ... I had to think as 'we' instead of myself," he said. "That's something I've been telling all my married friends who haven't been deployed, just to kind of look out. You have to stay connected."

The Iliffs said they've decided each of them will have a digital camera for this deployment, unlike last time.

"A year on deployment, you can lose a lot of weight. Or grow a moustache," he said.

"Which he did on the last deployment," Chelsea added.

Chelsea said when she did see her husband in his deployed surroundings, during a video teleconference, it made his situation more real to her.

"When he walked in, I could see him and he couldn't see me, yet, and he had this big, huge gun. I had never seen my husband like that. And it became kind of real, it was, 'Okay, this isn't playing around any more,'" she said.

The weapon was an M-16, Erik said, adding, "It wasn't anything special."

"It seemed huge to me," Chelsea replied.

Family support

Chelsea has been involved in the Family Readiness Group for each battery her husband has worked in, and served as leader of one FRG. Now that he's assigned to Headquarters and Headquarters Battery, she participates in the HHB group but doesn't serve a leadership role, she said.

"We have a great leader in our

rear detachment during Erik's last deployment.

"The guys on Rear D really worked hard. They put a Big Brother program together with the kids," she said.

They also hosted a boot camp day for spouses, she said, which gave her a taste of her husband's military life.

"We wore BDUs, we did push-ups and a run, we cleared buildings ... it was great. We loved it. I was so sore the next day," she said.

For this deployment, the Iliffs agreed, the Ready First Combat Team has worked hard to prepare families.

"We just recently did a big pre-deployment processing event for the families," Chelsea said. "It was really, really successful, I thought. We had FRG leaders there, we had vehicle registration, the legal office was there, I was there for the Education Center ... families could walk around and get information about everything they needed to know. It was a one-stop shop."

Erik said, "They did powers of attorney, wills, transportation, family housing. By battalion, all the married Soldiers in the brigade came through. I thought it was a really good idea. Last time, with a power of attorney, you had to have three or four powers of attorney to get anything done

another deployment down the road.

Erik said, "We made the decision that I'm going to accept my next duty station; I'm going to go to the captain's career course after this deployment. So I guess we're saying we're at least willing to suffer through potentially a third one. After that, we'll have to wait and see."

Chelsea said when her work at the Education Center evolved into a civil service position, she began to think having a career as an Army spouse wasn't impossible.

"I know, on our end, my decision makes a huge difference in what he does," she said.

"Absolutely," Erik said. "If she's not happy with work, with her job opportunities, it's just not fair for me to drag her around the world for 20 years. That's something we talked about when we first got married, that it had to be equal."

Chelsea said they considered several issues when Erik's initial commitment was nearly met.

"It's a different military than we signed up for. It was pre 9/11 when he signed the paperwork ... but the Army's really growing on us," she said.

"I can't think of a more fulfilling job I could have," Erik added.

Both commented that the separations the Army imposes have affected their plans for their life together: even during the year between deployments, Erik, like Robert, spent nearly six months away from home for training and field exercises.

Their time apart has postponed their plans to increase their family, Erik said.

"I don't want to have kids as long as we're being deployed as much as we are right now. I don't want to miss the pregnancy, I don't want to miss the birth, I don't want to miss all the 'firsts' for our kids. That's why we don't have kids right now; I don't want to be a father who doesn't recognize his kids," he said.

Chelsea said postponing children was a decision they made together.

"We really, really want to have children. The military has really pushed that back for us. Our fear, a huge fear, is that if we stick with the military there's never going to be a good time," she said.

Erik added, "It's going to have to be picking what's not as bad a time ... as long as we can both be there."

To be continued.



Chelsea and Erik Iliff

a band-aid off."

Not that the first deployment was without challenges. Erik said Chelsea arrived on a Friday, and he found out Sunday that he would be leaving the next day.

"We had a weekend together," he said. "They said they needed lieutenants in the unit, and I got bumped up."

Now, as they prepare for the next separation, he said, it's hard to know if they're making the best use of their time together.

"We're almost wasting time wondering if we're wasting time," Erik said.

Second time around

Chelsea said the first time her husband deployed, she faced some challenges.

"We didn't have our car yet, we didn't have car insurance, and we had just gotten our apartment," she said.

Chelsea credited the woman who

about working.

"But the job opportunities were limited when I first came over. I didn't work for the first few months I was here, and then I started working at the Education Center," she said.

She said working is something she strongly recommends to spouses of deployed Soldiers.

"Just get a job; do something. Get out of the house. I would go crazy sitting here all day. My job allowed me to meet so many people, Soldiers and family members, and learn so much about this post and the opportunities we have here," she said.

Erik said there was a big difference in their phone conversations and e-mails after his wife found work.

"I could tell her time was filled and she felt more productive. She wasn't just sitting at home thinking about how much she missed me. I was very relieved when she got a job," he said.

Erik's job during his upcoming deployment will be much different than

photo courtesy USAREUR G-1, MWR

Soldiers try out the MobileNet café at ROMEX '05, a USAREUR-led multinational exercise in Romania, July 2005.

People

USAREUR will continue to sustain the quality of life and well-being of Soldiers, families and our civilian workforce.



G-1 takes Web-centric approach to info flow

by Karen S. Parrish
USAREUR Public Affairs

U.S. Army, Europe's Office of the Deputy Chief of Staff for Personnel, or G-1, employs the Web as its primary means to keep information flowing between rear detachment commanders and families, and between spouses and deployed Soldiers.

Brig. Gen. Russell L. Frutiger, head of the G-1, said USAREUR's commitment of resources to Soldier and family readiness is indicative of the command's position and dedication to the military family.

One of the newest resources his division administers is USAREUR's Virtual Family Readiness Group Web site. The vFRG is a Web-based Army program to improve the command's communication with families when soldiers are deployed.

"It allows commanders to put out whatever they want to get out to families. They can put their whole command information program out on the virtual FRG. The virtual FRG is given to every unit in theater, so they come and get the training and they can build their own Web site," Frutiger said.

USAREUR's vFRG sites also link to other Web-based resources his division has developed for Soldier and

family support, Frutiger said. The Blue Box, designed as an information toolkit for families, is linked to the vFRG as well as to Army Knowledge Online, or AKO, and other Army sites.

Other USAREUR Web sites dedicated to Soldiers and families include:

- R&R, or rest and recuperation, Web site – provides information on the R&R program available to deployed Soldier, and responses to individual e-mail requests for information regarding Soldiers' R&R needs.
- Reintegration Web site – offers information to the Soldier on the processes and requirements of USAREUR's reintegration program.
- vReintegration Web site – offers family-focused information on reintegration processes.
- Post Reintegration Web Site – provides information geared to the period 45 days and more after redeployment, such as counseling sources, long term issues and disorders and how to identify them.
- FRG Resource Web site – allows FRG volunteers to access information regarding family readiness.

G-1's Web resources are designed to make information as accessible as possible, Frutiger said.

"If you can't get somebody on the telephone and you have a computer,

you can sit down and get the answers that you need," he said.

Frutiger said the G-1's decision to focus on Web resources allows USAREUR to better equip families during Soldier deployments.

"The more information they have the less stress. If you can get all the information out to the families and they are well versed in what's going to happen to their Soldier, then the Soldier's ready, the family's ready and it all makes life a lot easier," he said.

Eric Levitt, G-1's webmaster and R&R program manager, said he constantly assesses the Internet resources to ensure they're meeting Soldier and family needs.

"The challenge is leading the people to the resources that are available and assessing those resources to see if they fall short of what is really needed," he said.

MobileNet

Another G-1 project is designed to keep deployed Soldiers in the information loop even when they're in the most remote, forward locations, Frutiger said. The MobileNet café is a Morale, Welfare and Recreation initiative consisting of a self-contained, nearly self-running deployable Internet station.

Ann Bergstrom, who works for the

G-1 as MWR chief, said MobileNet is designed to provide Internet capability anywhere Soldiers go. Each containerized café can double as a briefing room, she said, and holds 10 Web cam-compatible workstations, a high-speed printer and a large plasma screen monitor for satellite television.

Bergstrom said MWR field-tested the prototype in July at a USAREUR-led training exercise in Romania.

"We set it up and it worked fine. The Soldiers were happy with it – it was in use around the clock," she said. "We're working on two to go to Afghanistan now. We expect to get those in place after the New Year."

The system is fully automated, with a self-orienting satellite receiver, and was developed by Space and Naval Warfare Systems, she said.

Ken McCullough is a program manager with SPAWAR, Europe, and worked with Bergstrom in developing the MobileNet café.

A key design consideration was simplicity, he said.

"Total integration and a complete package was a desired outcome for the customer, but we wanted to create something that would require less 'super' technical support," he said. "The MobileNet can be operated by anyone with general computer knowledge."

McCullough said the system's all-in-one computers, stainless steel desks, fixed chairs, and automatic satellite dish system all contribute to ease of use and speed of setup on-site.

Frutiger said MobileNet supports USAREUR's expeditionary nature.

"If you're an expeditionary force you don't have the buildings and all the other things that come with a stationary force or a stationary base," he said. "This provides expeditionary forces the capability to reach back home. It's all part of USAREUR's vision."

While MobileNet was designed as an MWR tool for troops, Frutiger said the package has implications beyond Soldier e-mail.

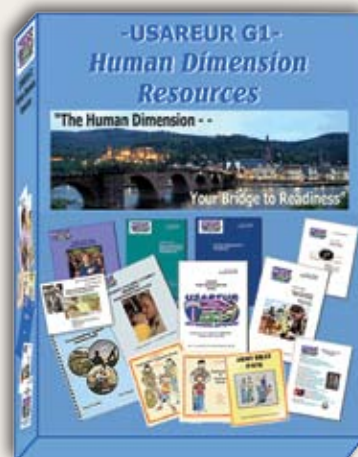
"I personally think that if they'd had this at Katrina and Rita they would have had immediate access to information. FEMA (the Federal Emergency Management Agency) ought to have a bunch of them," he said.

Family first

Frutiger said his staff works hard to do all they can for soldiers' families.

"I want the soldiers to feel that the family is the number-one thing on our mind every day," he said. "We're in the business for them, and we come in every day hoping that by the end of the day we've done something better for families. They're the strongest families I've ever seen in my 30 years of service. It's gratifying to me to know that maybe one thing that we've put out may help them with what they have to cope with. And I enjoy the heck out of what I'm doing because of them."

Winter 2005-2006



Blue Box Contents:

- Casualty Assistance and Survivor Support
- Family Readiness Support Assistant Guide
- Family Focused Deployment Guide
- Soldiers, Civilians & Family Members' Reintegration Guide
- Leader's Guide To Post-Reintegration
- Rest and Recuperation (R&R) Leave Program
- Guide for AF Civilians Who Perform Active Military Duty
- Civilian Deployment Handbook
- Resources For Living in USAREUR Magnet
- Deployment and Reunion Guides for Children
Ages: 3-6, 7-12, 13+
- Deployed Soldiers Guide to Financial Entitlements
- A Soldier's Guide to Financial Readiness
- Regulations:
 - Rear Detachment Command
 - Reintegration Operations

Web sites:

Family-Focused Deployment Information
www.per.hqusareur.army.mil/familyfocus

R&R Program
www.per.hqusareur.army.mil/rr/

FRG Resource site
http://companycommand.army.mil/ev.php?ID=1137_2016ID2=DO_COMMUNITY

Post-Reintegration Web site:
www.per.hqusareur.army.mil/postreintegration/

Virtual Family Readiness Group
www.armyfrg.org

Virtual Reintegration
www.per.hqusareur.army.mil/virtualreintegration



Sgt. Jeremy Kamphuis communicates with a German Soldier through hand signals during the 2005 USAREUR Soldier and NCO of the Year Competition in Grafenwoehr, Germany, Aug. 2.

USAREUR sergeant,
Army NCO of the Year,
talks troops, training

Baghdad to best in 5 months

story by Spc. Matthis Chiroux
photos by Arthur McQueen
USAREUR Public Affairs

War-Winning Readiness

Soldiers live the warrior ethos and are trained and ready for the challenges of today's Army.

Dodging bullets in Baghdad the day after the Army promoted him, Sgt. Jeremy Kamphuis concentrated more on the present than the future, but he still focused on being a good noncommissioned officer. According to the Army, he became better than any other NCO in the ranks.

Kamphuis, a squad leader assigned to the 127th Military Police Company in Hanau, Germany, won the 2005 Department of the Army NCO of the Year Competition in September.

Kamphuis spent three years in the National Guard and a year on active duty in Iraq, but said he never heard of the Army's Soldier and NCO of the Year Competition until April, shortly after he redeployed from Baghdad. Once back in Germany, his first sergeant asked him to attend the first of many boards that would lead him to the Army competition. Not knowing what he needed to focus on to succeed, Kamphuis said he turned to his peers and supervisors for help.

"My leaders and even my Soldiers

were helping me and encouraging me the whole way," said Kamphuis. "I would not have gotten very far without them."

His platoon leader provided him with a daily workout strategy to maximize his performance on the Army Physical Fitness Test, Kamphuis said, and his Soldiers randomly quizzed him on warrior tasks.

"From day one of his preparation for the competition, the leadership of this company, from his fellow squad leaders to myself, pushed and challenged him every day," said Capt. Brian Mumfrey, commander of the 127th MP Co. "Every Soldier in the company supported him in every aspect of training."

Kamphuis had to do a lot of the studying on his own. He loved to soak up every bit of Army knowledge he could, said members of his unit.

"Sgt. Kamphuis is amazing," said Sgt. Timothy Burns, armorer for the 127th MP Co. "That guy reads [Army Regulations] in his spare time, for fun."

That knowledge paid off for Kamphuis when he participated in and won the U.S. Army, Europe Soldier and NCO of the Year competition in Grafenwoehr, Germany. According to competition officials, the difference between first place and second in some events came down to fractions of a point.

Like the USAREUR competition, the Army's event was a stringent test of Soldier skills. Army Judges scrutinized competitors through six days of push-ups, sit-ups and running; marksmanship; navigating by map and Global Positioning System device; first aid; leading a squad and other tasks. The Army competition took Kamphuis to Fort Lee, Va., Sept. 25 to 30, where he again rated as the top NCO.

"Right after he won, we were getting calls from everywhere," Mumfrey said. "The sergeant major of the Army's office was calling him up while

he was on leave ... Everybody wanted him to come talk to their Soldiers."

Kamphuis stressed that training his troops is the most important part of his job, and the benefits of being the Army NCO of the Year should not detract from his basic duties as an NCO for USAREUR.

"Troops need to be trained. There's a war on," he said. "Stress mission readiness. This is the most important thing NCOs should be doing."

Kamphuis said he feels a responsibility to continue to prepare his Soldiers for deployment. He said now more than ever, his Soldiers are watching him, and he needs to show them how to "walk the walk."

"Being a good NCO boils down to leading by example," Kamphuis said. "I cannot expect my Soldiers to be 100 percent squared-away if I'm not there already."

Kamphuis described his idea of a successful NCO.

"Know your Soldiers, care for your Soldiers, maintain discipline and lead by example. If you're looking sloppy, you can't expect them to shine," he said. "A good leader does not lead through fear, he leads through respect and by inspiring his Soldiers to want to be excellent. Treat them like people, and they will follow you."

Soldier skills

The Army Soldier and Noncommissioned Officer of the Year Competition is designed to test competitors in every area of military knowledge and basic leadership. Competition events for 2005 included:


- **Boards.** Six senior command sergeant majors evaluated the competitors on appearance, military bearing and knowledge. Sgt. Maj. of the Army Kenneth O. Preston chaired the board.
- **Written exams.** Competition participants wrote essays on a general military topic as well as a topic assigned by the sergeant major of the Army.
- **The Army Physical Fitness Test.**
- **Day and night land navigation.**
- **Warrior tasks:** first aid, detect unexploded ordnance, tactical communication, disassemble and assemble an M-16 rifle and 50-caliber machine gun in the dark, handling enemy prisoners.
- **Day and night M-16 qualification.**
- **Conduct pre-combat checks on a convoy, followed by a six-mile road march.**

"I cannot expect my Soldiers to be 100 percent squared-away if I'm not there already."

— Sgt. Jeremy Kamphuis
D.A. NCO of the Year



Attaining Maturity: The U.S. Army and the “northern shoulder” of the Battle of the Bulge



— German line, Dec. 16
- - German line, Dec. 25
• Bastogne

A member of a U.S. glider regiment, armed with a rifle and a rocket launcher, returns from a three-hour tour of guard duty.

by Dr. Andrew N. Morris
Office of the USAREUR Historian

Studying historic military campaigns provides current Soldiers and leaders an excellent opportunity to reflect on their calling and prepare mentally for future challenges. When a rejuvenated German army attacked into the Belgian Ardennes Dec. 16, 1944, the Soldiers and leaders of the U.S. Army, at all levels, reacted in ways that reflected a hard-won tactical and operational maturity with a commensurate ability to respond to the unexpected.

The bloody battle that followed, known as “the Battle of the Bulge,” was the greatest battle fought by the U.S. Army in World War II. As such, it drew the senior leaders of the United States Army, Europe, led by Gen. B.B. Bell, for an operational-level staff ride in November 2005.

These leaders looked at the problems of turning from offensive operations to defending against an unexpected and massive German armored attack. They studied in detail how an alliance reacted to an unanticipated assault.

Adolf Hitler predicted that a coalition, such as his American-British-Canadian-French enemies, would be unable to react quickly to an unforeseen blow, and that the inevitable pause in response would give him an opportunity to punch a hole in a weakly held sector of the American lines and destroy as many as 20 to 30 Allied divisions. For the Allies this was a true joint and combined operation, although the American Army was primarily responsible for slowing and ultimately stopping the German drive.

As 1945 approached, Allied forces were preparing to renew an offensive against the presumably weary German defenders of the Reich’s western frontier. Field Marshall Bernard Montgomery’s northernmost unit, the 21st Army Group, with British-Canadian and minor American forces, was attempting to clear out the flat, swampy Belgian and Dutch territory leading to the lower Rhine River. In the middle, Lt. Gen. Omar Bradley’s 12th Army Group, including



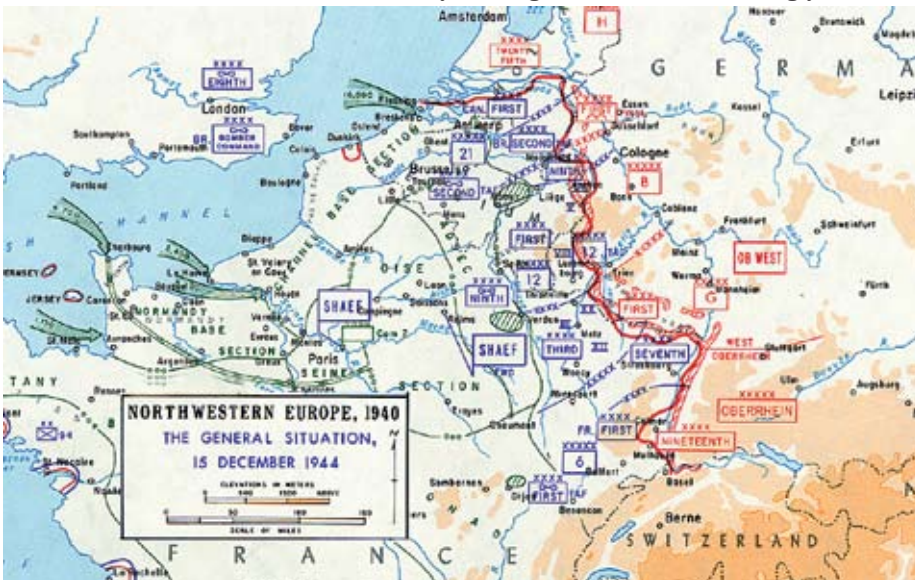
Lt. Gen. William Simpson's Ninth U.S. Army and Lt. Gen. Courtney Hodges' First U.S. Army were closing up to the Roer River along the Belgian-German border. Likewise, Lt. Gen. George Patton's Lorraine-based Third U.S. Army

were allowed only on the relatively secure German domestic telephone system. Allied human intelligence had dried up as the German army retreated to friendly territory, and photo intelligence was increasingly difficult

and potential consequences.

The shock for the Allies was reinforced by expectations among western leaders. American and British generals were used to dictating the pace and location of operations. They expected their enemies to continue to defend; after all, the fall's fighting had destroyed the equivalent of a German division a week, and the Strategic Air Forces claimed that German industry was in ruins. Moreover, senior Allied intelligence and operations staffs thought it inconceivable that the Germans could try anything unexpected, especially under the conservative and predictable command of recently reappointed Commander-in-Chief-West, Field Marshall Gerd von Rundstedt. In fact, von Rundstedt's appointment, and even the name chosen for the counter-assault - Wacht am Rhein (Watch on the Rhine) - were part of the German deception effort.

Meanwhile, the German command rebuilt the units designated for the counter-offensive. Ruthless efforts levied every able-bodied man from under-used German air force and navy organi-



The Western Front, Dec. 15, 1944

was readying itself for a push towards the Rhine at Frankfurt. At the southern end of the line of contact, Lt.

Gen. Jacob Devers' 6th Army Group, with both American and French field armies, was gaining control of Alsace, though a major German contingent held on to what was being called the "Colmar Pocket." Most importantly, the approaches to the port of Antwerp had finally been cleared after bloody fighting along the banks of the Scheldt River, and supplies were finally more than "just adequate."

That the German army, badly battered in the summer fighting on both eastern and western fronts, might be able to stage an effective assault was considered impossible. Despite catastrophic losses, Hitler had decided early in September to stage a counter-assault, and had imposed ultra-strident operational security measures. All initial planning and coordination was conducted personally or by courier, with death as the penalty for any leaks. Divisional commanders did not learn of their missions until the week preceding the operation, and soldiers remained uninformed up to the day before the attack. When encrypted wire messages were permitted, they

... the Allies, who had come to rely on decoded German radio signals, were totally unaware that anything was coming.



The German counter-offensive

as the weather worsened. The result was that the Allies, who had come to rely on decoded German radio signals, were totally unaware that anything was coming. This surprise was later ranked by some historians as second only to Pearl Harbor in its magnitude

zations and industry. These 'Soldiers' filled new Volksgrenadier (infantry) divisions with willing but untrained cannon fodder. In another miracle, German production of every category of weapons peaked in the last months of 1944. Realizing that Allied aerial re-

connaissance would inevitably detect some of the buildup, the staging areas for the 6th Panzer Army, which was to conduct the main attack, were situated to play on allied expectations that it was being assembled for a counter-attack against an Allied thrust at

... divisions needing to be rebuilt after near-destruction in fighting in places like the Huertgen Forest were assigned quiet front line sectors ... One of the best of these sectors was in the Ardennes.

The German plan, as finally adopted over the protests of the senior generals, was for two armies – 6th Panzer Army on the right, and 5th Panzer Army on the left – supported by 7th Army on the south, to break through a thinly held front in the U.S. V and VIII Corps sectors.

The 6th Panzer Army, with two elite and well-equipped SS Panzer corps as its main punch, was to attack just south of the infamous Huertgen battlefields and rapidly rupture U.S. lines, penetrate to crossings over the Meuse River near Liege, and exploit to Antwerp.

The 5th Panzer Army, with two Wehrmacht Panzer corps, was to launch a supporting attack, seize the critical road junctions of St. Vith and Bastogne, cross the Meuse east of Namur, and assist with the seizure of the Allies' main port.

In the process Hitler expected to

with Antwerp in full operation, but he worried about the limited number of infantry replacements available to his combat divisions and about balancing the competing operational demands of his army group commanders.

Coalitions with competing and sometimes contradictory national aims are nothing new. Montgomery, commander of 21st Army Group, (British Second and Canadian First Armies) made no secret of his desire to resume the role of ground component commander he had held in Normandy, with full authority for all ground combat operations. He also advocated a narrow thrust across the north German plain towards Berlin as the best means of ending the war.

Bradley, commanding the largest U.S. force ever fielded, demanded a wider attack, with a goal of crossing the Rhine River in multiple places between Mannheim and Cologne. Devers and 6th Army Group were focused on reducing the Germans in the Colmar Pocket and reequipping and fielding a rebuilt French Army.

Because of strategic decisions early in America's mobilization limiting the size of the ground combat force of the U.S. Army, and the demands of a two-ocean war, Eisenhower never had the number of American divisions he wanted. The British were in even worse shape, forced to disband whole divisions in late 1944 to keep others up to strength. The new French divisions would relieve some of the strain, but they needed time to recruit and train before they could assume a full role. Therefore, risk had to be accepted.

Ike never had the strategic reserve he would have liked, and new divisions arriving in the theater were routinely assigned to "quiet" sectors where they could hone the skills they had built training in the U.S. Likewise, tired divisions needing to be rebuilt after near-destruction in fighting in places like the Huertgen Forest were also assigned similar "quiet" front line sectors because they just could not be pulled out to reconstitute. One of the "best" of these sectors was in the Ardennes.

The USAREUR November staff ride focused on the three phases of the battle. The initial day studied what happened when the Germans attacked two "green" infantry divisions, the 99th and the 106th.

For many reasons, the 99th fought



American Soldiers take up defensive positions in the Ardennes during the Battle of the Bulge.

Cologne.

The practical result of these efforts was that few members of Allied intelligence staffs detected anything other than what they expected. Surprise was complete. It also meant that German assault units conducted no reconnaissance or rehearsals, and had major problems with traffic jams of unprecedented magnitude as two "Panzer armies" attempted to force their way through the constricted Ardennes towards their objective -Antwerp.

destroy the 21st Army Group, U.S. Ninth Army, and major elements of First U.S. Army. The resulting military and political chaos would drive the British and Americans apart, and either delay any resumption of offensive actions from the west, or optimally, force one or both of his western enemies to seek a separate peace.

For Gen. Dwight Eisenhower, supreme Allied commander, the thinly held Ardennes was a calculated risk. His supply situation was improving

well, delaying most of 6th Panzer Army before receiving orders back to a new position. The 106th ID, shattered in the initial German attack, surrendered two of its three regiments. Farther south, Soldiers of the debilitated 28th and 4th IDs fought the Germans with tenacity and skill, buying time for Eisenhower and other senior leaders to make decisions. Inspired battlefield leadership by officers like Maj. Gen. Walter Robertson, commander of the 2nd ID, formed a northern shoulder of the Bulge that was unbreakable. This deprived SS Gen. "Sepp" Dietrich's 6th Panzer Army of three of its five avenues of at-

born Ridge was clear, Hitler made 5th Panzer Army the main attacker. Its 2nd Panzer division finally got to within 7 km of the Meuse, but delays caused by a tenacious defense of St. Vith and failure to capture Bastogne doomed the offensive. Instead of a wide-ranging flood, the attack came to resemble a long skinny tumor bulging into American lines. Restricted to only a few inadequate roads, and under air interdiction after Christmas, the Germans' inability to get supplies, especially gasoline and ammunition, to the front prevented the spearheads from matching the mobility enjoyed by their enemies. Rapidly moving

were able to withdraw, badly mauled, but available for future resistance.

Commanders have to look ahead, and consider not just what they expect, but also what a thinking enemy might do. They must be prepared to stop enemy initiatives before they become too dangerous. When the unexpected happens, they must react quickly and creatively.

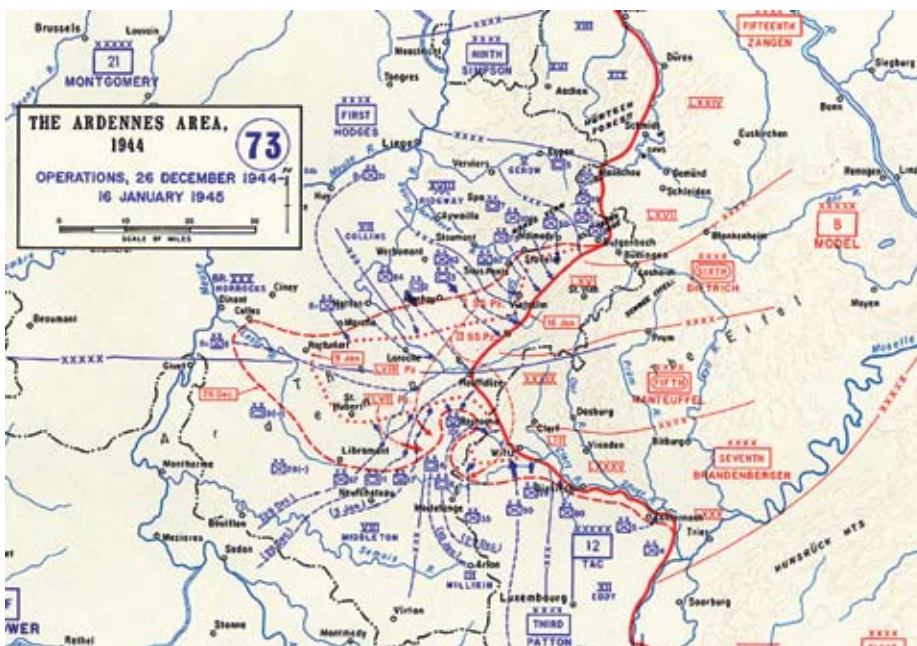
Maximum force must be applied in the proper place to achieve the desired goals. Those goals must be crystal clear. Soldiers have to be trained, supplied, and led properly. With these prerequisites, the Soldiers of a democracy cannot be defeated. Especially compared to the unimaginative tactics and operational concepts of the fall campaigns, this battle shows that the U.S. Army was the equal to the very best the world had to offer. It had achieved operational and tactical maturity. The end of the war in Europe was just a matter of time.

Staff rides are one of many training techniques that have wide applicability. Properly done, like all training, they address not only past successes and deficiencies but also current and future problems.

USAREUR's recent staff rides have focused on learning and reinforcing operational lessons unique to senior officers. They are experts in the tactics of their profession, but in many cases are building proficiency at the operational and strategic levels of war. This staff ride, with a higher focus for both American and German forces, allowed the participants to reflect on and polish their skills for conducting war in the 21st century.

Additional Reading:

There are many books on the Battle of the Bulge. The two standards are still Hugh M. Cole's "The Ardennes: Battle of the Bulge," published by the Center of Military History, 1965 and 1993; and Charles B. MacDonald's "A Time for Trumpets: The Untold Story of the Battle of the Bulge," William Morrow, 1984. For those with less time, Osprey Publishing has a good series of paperbacks - Steven Zaloga's "Battle of the Ardennes 1944 (1): St. Vith and the Northern Shoulder," Campaign Number 115, 2003; S. Zaloga's "Battle of the Bulge 1944 (2): Bastogne," Campaign Number 145; and James R. Arnold's "Ardennes 1944: Hitler's last gamble in the West," Campaign Number 5, 1990.



The Allied counterattack

Especially compared to the unimaginative tactics and operational concepts of the fall campaigns, this battle shows that the U.S. Army was the equal to the very best the world had to offer.

tack, and ultimately stopped it cold in front of what became known as "the Elsenborn Ridge."

The second day of the staff ride looked both at Gen. Hasso von Manstein's 5th Panzer Army's push to take St. Vith and beyond, and at the American reaction to this offensive.

Once German failure at the Elsen-

born Ridge was clear, Hitler made 5th Panzer Army the main attacker. Its 2nd Panzer division finally got to within 7 km of the Meuse, but delays caused by a tenacious defense of St. Vith and failure to capture Bastogne doomed the offensive. Instead of a wide-ranging flood, the attack came to resemble a long skinny tumor bulging into American lines. Restricted to only a few inadequate roads, and under air interdiction after Christmas, the Germans' inability to get supplies, especially gasoline and ammunition, to the front prevented the spearheads from matching the mobility enjoyed by their enemies. Rapidly moving

The final day of the ride addressed the role of British divisions holding the crossings of the Meuse at the tip of the Bulge and the Allied counterattack. A major question for analysis was the decision to launch the counterattack from further west than Patton and VII Corps commander Maj. Gen. Joseph Collins wanted, with the result that significant German forces

Battle of the Bulge

Medals of Honor, Men of Valor

I will always place the mission first
I will never accept defeat
I will never quit
I will never leave a fallen comrade

by Dr. Andrew N. Morris
 Office of the USAREUR Historian

For their actions during the Battle of the Bulge, 17 Soldiers were awarded the Medal of Honor. Reflecting the fact that this was as much the Soldiers' battle as their generals', none of the 17 were officers. Their actions exemplify their personal bravery and selfless service, and clearly demonstrate the Warrior Ethos.

Some extracts from three citations:

I will never quit

Leonard A Funk, Jr. was the first sergeant of Company C, 508th Parachute Infantry, 82nd Airborne Division. He enlisted in the service in June of 1941 at the age of 21. His citation reads:

The company executive officer became a casualty, and 1st Sgt. Funk immediately assumed his duties, forming headquarters Soldiers into a combat unit for an assault in the face of direct artillery shelling ... the fierce drive of Company C quickly overran Holzheim, netting some 80 prisoners.

... An enemy patrol, by means of a ruse, succeeded in capturing the guards and freeing the prisoners ... when Funk walked around the building and into their midst. He was ordered to surrender by a German officer, who pushed a machine pistol into his stomach. ... Funk, pretending to comply with the order, began slowly to unsling his submachine gun from his shoulder and then, with lightning motion ... riddled the German officer. In the ensuing fight 21 Germans were killed, many wounded, and the remainder captured.

After the war Funk returned to his hometown and went to work for the Veterans Administration, retiring as a division chief in the Pittsburgh office in 1972. He died in 1992 at age 70, and is buried in his hometown of Braddock Hills, Pa.

I will always place the mission first

William A. Soderman was a private first class in Company K, 9th Infantry, 2nd Infantry Division. He was born March 20, 1912, in West Haven, Conn., where he died in 1980 at 68. From his citation:

Armed with a bazooka, he defended a key road junction ... during the German Ardennes counteroffensive ... he

calmly waited in the gathering darkness of early evening until the five Mark V tanks which made up the hostile force were within point-blank range. He then stood up, completely disregarding the firepower that could be brought to bear upon him, and launched a rocket into the lead tank, setting it afire ... The daring bazookaman remained at his post all night under severe artillery, mortar, and machine-gun fire, awaiting the next onslaught (of) five more tanks.

Running along a ditch to meet them, he ... leaped to the road in full view of the tank gunners ... and disabled the lead tank. The other vehicles ... withdrew. While returning to his post Soderman, braving heavy fire to attack an enemy infantry platoon from close range, killed at least three Germans and wounded several others with a round from his bazooka ... he once more heard enemy tanks approaching. Knowing that elements of the company had not completed their disengaging maneuver ... he hurried from his comparatively safe position to meet the tanks. Once more he disabled the lead tank with a single rocket, his last; but before he could reach cover, machine-gun bullets from the tank ripped into his right shoulder. Unarmed and seriously wounded, he dragged himself along a ditch to the American lines and was evacuated.

At the end of the war a U.S. Navy transport ship was named for him.

I will never accept defeat

Vernon McGarity was a technical sergeant (E7) in Company L, 393rd Infantry, 99th Infantry Division. He was born Dec. 1, 1921, in Right, Tenn. His citation reads:

He was painfully wounded in an artillery barrage ... He made his way to an aid station, received treatment, and then refused to be evacuated, choosing to return to his hard-pressed men instead ... During the day the heroic squad leader rescued one of his friends who had been wounded in a forward position ... When morning came and the Germans attacked with tanks and infantry, he braved heavy fire to run to an advantageous position where he immobilized the enemy's lead tank with a round from a rocket launcher.

... He rescued, under heavy fire, another wounded American, and then directed devastating fire on a light cannon which had been brought up by the hostile troops to clear resistance from the area. When ammunition began to run low, McGarity ... braved a concentration of hostile fire to replenish his unit's supply ... the enemy managed to emplace a machine gun ... cutting off the only escape route. ... McGarity left cover, and ... killed or wounded all the hostile gunners.

McGarity still lives in Bartlett, Tenn.



CHEVRON NOTES:

Excellence in Leadership – The Sergeant Morales Club

In 1973, as the United States withdrew from the war in Vietnam, our American Army was in great turmoil. We were pulling out of an unpopular war, attempting to create a volunteer army, and seeking to rebuild a professional NCO Corps – all at the same time.

Two of the early steps towards the invigorated training of the noncommissioned officer were the creation of the NCO Education System, and the instituting of the NCO Professional Development Program. Within U.S. Army, Europe, our senior leaders of that period made their contribution to the development of our NCO Corps by founding the USAREUR Sergeant Morales Club. The intent was to recognize the very best NCOs and to further empower those same noncommissioned officers to help improve the performance and leadership of all NCOs at the unit level.

Who was Sergeant Morales? In actuality, his story is that of a fictional character; however, the attributes identified are those once noted of a now anonymous exceptional squad leader who performed his duties and led his troops better than any NCO in his unit.

Today, more than 30 years later, the Sergeant Morales Club is still a key component of our NCO Professional Development Program. Our SMC members exemplify a special kind of leadership characterized by a personal concern, *a deep passion*, if you will, for the needs, training, development, and welfare of Soldiers and their families. Induction in the Sergeant Morales Club recognizes and rewards distinguished NCOs:

- Whose *exceptional leadership* achievements merit special recognition.
- Who have contributed significantly to developing a professional NCO Corps and a combat-effective unit during this time of war.
- Who solidly display the warrior ethos and exemplary physical fitness



and marksmanship skills.

The selection path for these NCOs (in the rank of corporal through sergeant first class) is an exceptionally challenging process. Once recommended by their first sergeant, the nominated NCOs then go through three levels of board progression, with each board chaired by senior noncommissioned officers who are charged with the responsibility of ensuring that only the very best NCOs of USAREUR achieve this recognition. Not only must these nominated NCOs be exceptional leaders, but they must also possess a wealth of knowledge that enables them to serve and lead to their fullest extent possible. Beyond simply knowing and living the NCO Creed, being knowledgeable of the regulations and field manuals that impact Soldiers and training, these NCOs must also express a thorough knowledge of the warrior tasks and battle drills that are essential to the success of their unit in combat. Most certainly, this is a program that is relative and pertinent to an Army at war. It truly is a professional development process of our best NCOs.

Being inducted into the Sergeant Morales Club isn't simply about getting a medal, a certificate, a medallion, and a membership card. It's about

being recognized as one of the truly elite of our NCO Corps; being one of the top five percent of noncommissioned officers. Furthermore, being a Sergeant Morales NCO is a journey, not a destination. We expect these Sergeant Morales Club NCOs to not only continue being exceptional leaders and role models, but continue being primary trainers of other noncommissioned officers and thereby further strengthening the NCO Corps and the unit.

No one will deny these are incredibly challenging times to serve and to lead. We are an Army at war with all that entails. Being a leader at the small unit level won't get any easier any time soon. Just as thirty years ago, we still need a professional NCO Corps that provides exceptional leadership and training at the squad and platoon level. To train and develop our noncommissioned officers is to invest in not only the well-being of the unit, but the future of our Army as well. I encourage all unit leaders to embrace the Sergeant Morales Club program and its members. Seek to recognize your very best NCOs by helping them achieve this lofty goal in professional development. And finally, invest in your unit by using your Sergeant Morales Club NCOs at every opportunity – they lead from the front!

Any Mission, Anywhere!

A handwritten signature in black ink, appearing to read "Michael L. Gravens".

Michael L. Gravens
Command Sergeant Major
United States Army, Europe
and Seventh Army

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